

Hustle and Grin

Smile and the world smiles with you;
"Knock," and you go it alone;
For the cheerful grin
Will let you in
Where the kicker is never known.

Growl, and the way looks dreary;
Laugh, and the path is bright;
For the welcome smile
Brings sunshine, while
A frown shuts out the light.

Sigh, and you "rake in" nothing,
Work, and the prize is won;
For the nervy man
With backbone can
By nothing be outdone.

Hustle! and fortune awaits you;
Shirk! and defeat is sure;
For there's no chance
Of deliverance
For the chap who can't endure.

Sing, and the world's harmonious,
Grumble, and things go wrong,
And all the time
You are out of rhyme
With the busy, bustling throng.

Kick, and there's trouble brewing;
Whistle, and life is gay,
And the world's in tune
Like a day in June,
And the clouds all melt away.

Nobody Knows—But Mother

Nobody knows of the work it makes
To keep the home together,
Nobody knows of the steps it takes,
Nobody knows—but mother.

Nobody listens to childish woes,
Which kisses only smother;
Nobody's pained by naughty blows,
Nobody—only mother.

Nobody knows of the sleepless care
Bestowed on baby brother;
Nobody knows of the tender prayer,
Nobody—only mother.

Nobody knows of the lessons taught
Of loving one another;
Nobody knows of the patience sought,
Nobody—only mother.

Nobody knows of the anxious fears,
Lest darlings may not weather
The storms of life in after years,
Nobody knows—but mother.

Nobody kneels at the throne above
To thank the Heavenly Father
For that sweetest gift—a mother's love;
Nobody can—but mother.

There are too many drones in the
hive—that's why the cost of living
is high.

WORDEN GROCER COMPANY

The Prompt Shippers

Grand Rapids, Mich.

Candy for Summer

**COFFY TOFFY, KOKAYS, FUDGES, (10 kinds), LADY LIPS,
BONNIE BUTTER BITES.**

They won't get soft or sticky. Sell all the time.
Ask us for samples or tell our salesman to show them to you.
We make a specialty of this class of goods for Summer trade.

Putnam Factory, Nat. Candy Co., Inc.
Grand Rapids, Mich.

Distributors of J. Hungerford Smith's Soda Fountain Fruits and Syrups.
Hires Syrup. Coco Cola and Lowney's Fountain Cocoa.



LEAD YOUR CONVERSATION
PROMPTLY UP TO
"WHITE HOUSE"

When you have suspicion that your
customer is ready to replenish
the coffee canister

DWINELL-WRIGHT CO.

BOSTON Principal Coffee Roasters **Chicago**

FANCHON

The
Kansas Flour
of Quality



Judson Grocer Company

Distributors

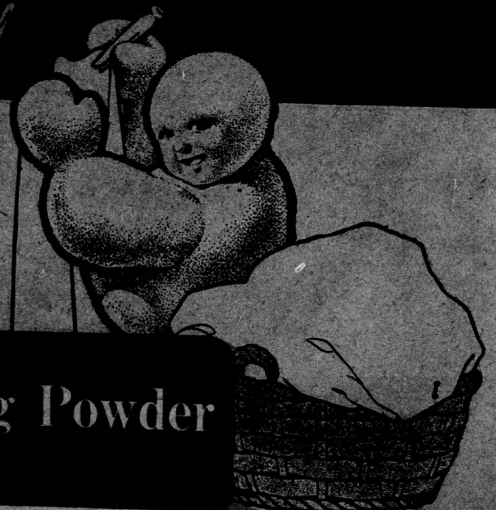
Grand Rapids, Mich.

next time

**Don't forget to include
a box in your next order**

Lautz Snow Boy Washing Powder

Lautz Bros. Co. Buffalo, N. Y.



MICHIGAN TRADESMAN

Twenty-Ninth Year

GRAND RAPIDS, WEDNESDAY, AUGUST 7, 1912

Number 1507

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UNIVERSAL PEACE.

President Taft a year ago or more offered to the nations of the earth a proposition to settle all international disputes by arbitration. It was greeted with a welcome by several nations that have been nearly bankrupting themselves increasing their armies and building warships, but, unfortunately for the President's proposition, there was a strong belief that it was so wholly devoted to establishing peace at any price that it did not even reserve the right to take up arms to maintain the honor and safety of this great Republic, and after it was treated to some wise amendments in the Senate it ceased to present and preserve the attractions that commended it to other nations and finally it dropped out of notice.

More than one-tenth of the men of the world are soldiers in the armies and sailors in the war fleets of the nations of the earth, or are directly engaged building fortifications and ships, in manufacturing arms and explosives and munitions of war. There are fifteen hundred million human beings that make up the population of our globe. One-half are men, who number 750,000,000. One hundred million of these men are soldiers and sailors, or otherwise employed in preparation for war, and all are paid wages.

If it should suddenly and authoritatively be proclaimed that wars should be no more, that all warfare and preparation for warfare should come to an instantaneous end, what woe and want and frightful destitution would fall upon the human population by the sudden depriving of one hundred million men and those dependent on them of their daily bread, their means of support!

Human society in every country is organized to carry on the business of that country. Millions of people are engaged in producing, preparing, transporting and distributing all articles of use, and in contributing their

share of labor, intelligence and capital to the working of the vast system. To disorganize this system at one blow by a political and social revolution would plunge the country where it should occur in starvation and extreme misery.

Nothing of the sort can ever occur except through Divine interposition. A nation is made up of the masses of the people, all inspired by the obvious demands of human nature, and that is not going to be changed save by a miracle. In the absence of that miracle, there will never come a time when crimes shall cease among individuals and the entire population shall be thoroughly satisfied, each person with his or her condition, but on the contrary, there will continue to be dissatisfaction, covetousness, malice, envy, hatred and all uncharitableness, and human nature being unchanged, but remaining as it has been from the first, there will continue to be wars and rumors of wars, revolutions and international troubles, as there always have been.

Instead of seeing the great Republic marching at the head of a grand world procession of peace and universal concord with the celestial doves of love and charity hovering over it, it is vastly more likely that it will be drawn into great conflicts with other nations over the Monroe Doctrine, and when the predestined hour for its mighty leadership will have been sounded on the alarm bell of the Universe, the mighty Republic will be found at the head of the armies of Europe and America facing a united Asia, the Far East against the West.

Universal peace without a miraculous and instantaneous change in the quality and character of human nature, would precipitate upon the entire population of our globe the most widespread and overwhelming disaster, with the exception of the Noachian Deluge, that has fallen upon the world, and it will never be poured but upon mankind until, as it was in Noah's time, special preachers of righteousness shall have been sent out broadcast through the world to warn and prepare the people for it.

Robert Morris, a signer of the Declaration of Independence, loaned to the revolutionary forces \$1,400,000, and was permitted to spend four years in a Philadelphia prison for debt, and to die of a broken heart. The sum loaned by Morris has never been paid, and the two attempts to have Congress appropriate the money have failed. Mrs. Julia Garner, a great-great-grand-niece of the financier, now living in Denver, is preparing to make a new demand on behalf of the heirs. She has obtained much evidence bearing on the generosity of Morris, and

will go to Washington to present her demand for restitution. Countries seem to be most forgetful in the way of gratitude. If the United States legally owes this amount it should lose no time in paying the money due the heirs.

IN SPITE OF THE UNION.

W. B. MacFarland, who made such a pronounced failure as an advisor of the workmen in Grand Rapids a year ago, has been back in town telling the factory hands what demands they should make when the shorter work week is adopted. Under the MacFarland leadership the furniture factories in this city last year were shut down for four months. The workmen lost more than two million dollars in wages, the city's chief industry suffered severely and commercially and otherwise sustained injury. The strike was for the nine hour day, increase in pay and the recognition of the union, demands which MacFarland said the manufacturers could concede just as well as not, regardless of what the manufacturers elsewhere might do. Before and during the strike MacFarland lied as to facts and conditions, and every body knows now that he lied. He misrepresented the manufacturers, made promises which he knew could not be fulfilled, held out hopes which he knew had no foundation—and then took a pleasure trip to Europe with his share of the profits from the strike, leaving the badly fooled workmen to shift for themselves. Now he is back telling the workmen what to do and what to demand and endeavoring to shape their policy for them. Will the workmen of Grand Rapids be fooled a second time by their professional friend?

After the strike, when the factory hands had returned to work, the manufacturers in good faith set out to fulfill the promise they had made to their employes to secure the adoption of the shorter work week in the industry as a whole as the first step to their own adoption of it. A regular campaign was planned and, with Robert W. Irwin at the head of the movement, the first appeal to the National Association of Furniture Manufacturers was made at the annual meeting in Indianapolis in December. This appeal resulted in the appointment of a committee, with Mr. Irwin as chairman and John Hoult a member, to study conditions and to make recommendations. This committee made its report at the June meeting of the Association in Chicago. The fifty-four hour week was adopted as the standard for the furniture industry, and how the shorter week should be applied, whether nine hours daily or the Saturday half holiday was left for each manufacturer to work out in his own

way. The new standard of hours is to take effect September 1 and the manufacturers in this city have been quietly canvassing the sentiment of their employes before deciding which plan to adopt. They may have their own preferences, but not what they may themselves prefer, but what will best satisfy their employes is what will guide them in making their final decision. MacFarland is telling the men to demand the nine hour straight. He is advising them to this course, not because it will be to their best interest nor because it will make it easier for the manufacturers, but because it will promote the cause of unionism, a cause which in this town ought by this time to be thoroughly discredited. After their experience with MacFarland last summer would it not be supposed that the intelligent workers would listen to the advice he gave and then ask for just the opposite?

The manufacturers have not yet decided on which course to pursue, and it is likely that both plans will be tried. In some factories the nine hour day will be the rule and in others the Saturday half holiday. The nine hour day may be for the winter months and the half holiday for the summer. What a quiet canvass of the employes shows to be the real desire will in most factories be the plan adopted. The shorter work week will be given the workmen, not because the union demands it, but in spite of the union and its outrageously impudent pretensions. The shorter hours of labor is the tendency of the times and in falling into step with this tendency, the manufacturers are not giving recognition to unionism, but are following the dictates of their own humanitarian spirit. They give voluntarily what unionism under the MacFarland leadership could not compel them to yield and it is time that MacFarland and his kind kept out.

Prof. Franz Frohlich, a noted German historian and military writer, believes that a famine would be inevitable in a war that resulted in cutting her off from the sea and that Germany would be in great danger of being starved into submission and have victory snatched from her by the gaunt specter of hunger. Prof. Frohlich takes up the question of whether Germany could meet the exhaustive drain of a war and points out that the majority of German writers have considered it wholly from a financial standpoint. He contends that there is another point, almost as vital to be considered, and that is the question of subsistence in the event that a superior naval power destroyed the mercantile fleet or cut off all importations of foodstuffs.

BANKRUPTCY MATTERS.

Proceedings in Western District of Michigan.

July 31—A voluntary petition was filed by Neil Wilder, of Grand Rapids, and he was adjudged bankrupt by Judge Sessions and the matter referred to Referee Wicks. The bankrupt's schedules show no assets not claimed as exempt. The following creditors are scheduled:

James T. Hughes, (Note).....	\$ 71.05
Dr. H. C. Wolf, (Note).....	30.00
J. J. Pooler, (Note).....	100.00
James T. Hughes	130.00
South End Mercantile Co.....	26.00
John G. Steketee	10.50
White Credit Clothing Co.	17.50
Menter-Rosenbloom & Co.	13.00
F. Knapp	5.00
Century Fuel Co.	15.00
Home Fuel Co.	12.00
Bell Telephone Co.	14.00

\$444.05

The calling of the first meeting of creditors is being delayed until the bankrupt advances the necessary money for the actual expenses of the referee's office.

Aug. 2—In the matter of the Glengarry Mercantile Co., bankrupt, of Glengarry, the first meeting of creditors has been called by the referee to be held at his office on September 6, for the purpose of proving claims, electing a trustee, if desired, examining the officers of the bankrupt, etc. The bankrupt's offer of composition at 40 per cent. will also be considered at such first meeting and all creditors desiring to accept same have been directed to file their written acceptances. The total liabilities scheduled are, \$21,636.20. The assets are appraised as follows:

Real estate	\$2,116.73
Cash on hand and deposit.....	697.11
Bills receivable	120.50
Stock in trade	5,500.00
Furniture and fixtures	175.00
Due on open account	250.00
Telephone company stock	25.00

\$8,884.34

In the matter of Harvey C. Daniels, bankrupt, of Grand Rapids, an order was made by the referee calling the first meeting of creditors to be held at his office on September 9, for the purpose of electing a trustee, proving claims, examining the bankrupt, etc.

August 5—In the matter of Charles F. King, bankrupt, formerly at 31 Michigan street, Grand Rapids, a hearing was had on the trustee's report of sale of the assets to V. Arrowsmith and Charles Ledward, of Grand Rapids, for \$900. No cause to the contrary being received, the sale was confirmed.

August 5—In the matter of A. E. Daas, bankrupt, formerly merchant on Division street, Grand Rapids, the trustee Fred Maichele of Grand Rapids, reported an offer from A. B. Storrs, of Coopersville, of \$500 for the stock of groceries and fixtures, including the bankrupt's exemptions, and an order was made directing creditors to show on August 17, cause why such offer or any other or further offer which might in the meantime be received should not be approved and the sale of such assets authorized and confirmed.

In the matter of Alvin L. Dennis, bankrupt, of Grand Rapids, the trustee, Charles B. Blair, of Grand Rapids, reported an offer from Adolph H. Brandt, of Grand Rapids, of \$1,350 for the following described property: Lot four, block ten, of L. Porter's addition to the city of Grand Rapids. This real estate is subject to a mortgage for \$1,000, dated April 9, 1908, with interest at 6 per cent. and also taxes amounting to about \$20. Such sale, if made, will net the estate about \$250. Creditors have been directed to show cause on August 9, why such offer should not be accepted and the sale authorized and confirmed.

August 6—On petition filed by certain of its creditors the Coronet Corset Co., a corporation of Grand Rapids, was adjudged an involuntary bankrupt, and the matter referred to Referee Wicks. An order was made by the referee directing the officers of the bankrupt to file schedules of its assets and liabilities on or before August 19, on receipt of which schedules the first meeting of creditors will be called. The hearing on the application for the appointment of a receiver pending before the court has been continued to August 16, and the temporary restraining order heretofore made continued in force.

That Old Fox.

One summer's night Uncle Rube was aroused from his sleep by a great outcry at his henhouse, and on arising he found that a fox had been caught in a trap set at the door.

"Ding your buttons, but I've got ye now!" exclaimed the farmer, as he hunted around for the ax. "I'll larn ye to come snoopin' around here after my hens!"

"Is it your idea to murder me in cold blood?" calmly asked Reynard.

"I'll murder ye in any kind of blood!"

"But don't rush the thing. You are a farmer, but you are also a business man, and I want you to hearken to me a minute."

"Wall, say your say, but don't be long about it."

"In the first place," said the fox, "it's mid-summer, isn't it?"

"I'm not disputin' that."

"Last winter my pelt was worth a dollar and a half, owing to the condition of the fur. At this season you could not get 30 cents for it. There is a loss of \$1.20, at least, isn't there?"

"Looks like it to me," replied Uncle Rube, after a bit of mental arithmetic.

"Well is it business to take 30 cents now, when you could get \$1.50 by waiting till November?"

"N-o-a-p, I guess not."

"Then, as a business man, you will release me, and trap me later!"

The thing was done, but after the farmer had returned to his bed he began to muse.

"Dog my cats, but there's something I didn't think of! While fox skins have gone down to 30 cents, the price for chickens has gone up to 75! And there's another. The price for fox skins may be \$1.50 in November, but where's my fox! I'm a farmer and a business man, but—"

Moral—Our hindsight is always better than our foresight.

NEW YORK MARKET.

Special Features of the Grocery and Produce Trade.

Special Correspondence.

New York, Aug. 4—Spot coffee is about as quiet as at any time during the year, so far as demand is concerned. A decided reaction set in last week and at this writing the market seems to be simply drifting. For Rio No. 7 quotations in an invoice way are on the basis of 14 $\frac{3}{4}$ c and Santos 4s 15 $\frac{3}{4}$ c. In store and afloat there are 2,286,739 bags, against 2,184,940 bags at the same time last year. Mild coffees are selling at nominal quotations and the volume of business is so small as to be negligible. Good Cucuta, 16 $\frac{1}{2}$ c.

New Japan teas are meeting with fair request and the market generally is in about as satisfactory a condition as could be expected, though this is not saying much. Despatches by cable indicate a firm market at primary points.

The demand for sugar has been mighty light and withdrawals under previous contract have been about as limited in volume as for many weeks. There seems to be an impression that a decline may occur at any time and buyers are taking only enough to keep trade moving. Granulated is quoted generally at 5.15c.

Rice is quiet. With demand apparently lessening some concessions might be looked for. The coming crop is said to be in good condition and a big yield is looked for, although it will be late. Quotations are about unchanged, with good to prime domestic quoted at 5 $\frac{1}{4}$ @5 $\frac{3}{4}$ c.

Spices are firm. The demand is only moderate. Stocks not large, but there seems to be enough of everything to meet all requirements. Singapore pepper, in large way 11 $\frac{1}{2}$ @11 $\frac{3}{4}$ c.

Molasses is moving only in a jobbing way. The range of values is without change and stocks are moderate. Good to prime centrifugal, 26@34c. Syrups are quiet and the supply is moderate. Fancy, 25@28c.

Standard 3s tomatoes for delivery at the end of this month are quoted at 80c f. o. b. Baltimore and this seems to be about the lowest rate named. The market is quiet, but canners are very firm and not at all inclined to make concessions and say that 85c will be the prevailing rate within a very short time. Peas are firm. Other goods are unchanged.

Butter steady but the situation is quiet. The supply is larger than a week ago and storage warehouses must be receiving a pretty good supply. Extra creamery, 27@27 $\frac{1}{2}$ c; firsts, 25 $\frac{1}{2}$ @26 $\frac{1}{2}$ c; process, 24@24 $\frac{1}{2}$ c; imitation creamery, 23 $\frac{1}{2}$ c; factory 20 @21 $\frac{1}{2}$ c.

Cheese is firm and the supply is not overabundant. Whole milk, 15 $\frac{1}{4}$ @15 $\frac{1}{2}$ c.

Eggs are in liberal supply of all grades except top. Storage stocks are ample and the market generally is rather quiet. Best Western whites,

23@25c. The supply at about 20c is large.

Official Commendation of Established Apple Grades.

Traverse City, Aug. 5—The article signed by C. P. Buck, which appeared in your issue of July 24, is timely and to the point.

It calls attention to a question which has been occupying the serious attention of the Western Michigan Development Bureau for more than two years.

Mr. Buck's contention is correct, that fresh markets must be found for the constantly increasing yield of Michigan apples, and the damaged reputation of the Michigan pack restored, in order to ensure to the grower a fair return on his capital and to prevent serious loss on the large investment in Western Michigan land that has been made during the past few years.

While we consider Mr. Buck's estimate of ten million bushels of apples as the crop in Western Michigan in two years as too high, yet we agree with him that it is time to act.

The Western Michigan Development Bureau has been keenly alive to the situation, but we realized that not much could be done until the fruit growers of Western Michigan became better acquainted with modern scientific methods. To this end we engaged the services of a competent horticulturist whom we have kept in the field, instructing our own people in better methods. The results of this work can be seen on every hand, so that now we are ready to take another step forward.

A registered label or brand has been prepared and the question of establishing grades appointing inspectors and issuing licenses will be decided at the next meeting of our Executive Committee.

We have opened up an export market in Great Britain and in order to bring Western Michigan apples to the attention of the shippers, we will make an exhibit of five summer, ten fall and fifteen winter commercial varieties of apples at the eighteenth annual convention of the International Apple Shippers' Association at the Sherman House, Chicago, August 7 to 9, 1912.

Western Michigan Development Bureau.

Jno. I. Gibson, Sec'y.

Dangerous Incompatibility.

Attention is called by a writer in the Lancet to still another incompatibility with sweet spirit of nitre. This is an emulsion of almonds, tincture of squills, ipecac wine and sweet spirits of nitre which sometimes explodes, due doubtless to the presence of tannin in the gum used in making the emulsion. The ethyl nitrite is decomposed by the tannin, causing evolution of oxides of nitrogen, and when the vial is corked the gas accumulates and may burst the bottle. The reaction will take place when other drugs containing tannin are present and is a well-known occurrence in the mixture of sweet nitre and fluid extract of buchu.

THE LAKE SHORE.

Ways of Nature in the Matter of Vegetation.

Written for the Tradesman.

The Michigan lake shore is interesting for those who take pleasure in observing the ways of nature in the matter of vegetation. The waves have washed up the sands from the lake, the sands have dried and the winds have blown this sand into the hills which fringe the lake shore from Michigan City northward. These hills are pure sand and, as the waves are still washing and the winds still blowing, these hills are constantly changing. In the course of the ages nature has clothed these sand hills with vegetable growth and how slow must have been this process can only be imagined. There are some spots along the lake shore, like the "five mile sand hill" at Grand Haven and "Old Baldy" at Macatawa park that have resisted what nature has tried to do and are still shifting and unstable in spite of all that men have done to reinforce the efforts of nature. But long stretches of the hills and the intervening valleys are covered with forests and, where the forests have not been disturbed by lumbermen or wood choppers, many of the trees are of noble growth, a hundred or more years old at least. The trees most frequently seen are beech, oak, maple and elm, with some wild cherry, an occasional butternut, some ash and in recent years pine and hemlock have been springing up. These trees are such as are usually found on heavy soils, the clays and loams, and to find them prospering on pure sand is something of a surprise. The explanation for this is in the fact that in these sand hills there is abundant and perpetual moisture. The hot summer winds may dry the surface sand and make it as shifty as snow, but this loose surface sand serves as a dust mulch and dig down a few inches anywhere and the sand is found to be cool and moist. The dust mulch of the western farmers is in reality a story as old as the world and has been practiced by nature along the Michigan lake shore for ages and with success. The decaying leaves and vegetable matter has given some nutriment to the soil and made the tree growth possible.

The undergrowth in these sand hills is no less interesting than the forestry. In the hills will be found trillium, Solomons seal, twisted stalk, blood root, Jack in the pulpit, ferns and other plant life which in the natural course of events one would look for in damp marshy places only. It is the fact that the sand retains the moisture that makes this growth possible, not merely in the depths of the ravines but far up toward the tops of the wooded hills. Often these plants are found growing under conditions that seem difficult. The sand will blow over from the lake shore and bury them, and yet when spring time calls they come up through the covering to play their small part in the scheme of nature. It is not unusual to find plants whose roots are a foot or more

from the surface, and yet they seem to flourish.

Those who go to the lake shore and are satisfied with the passing pleasures which resort life affords, in reality miss the greatest opportunities for enjoyment. They should go up into the wooded hills and see what nature is doing and how she is doing it, and then come home to marvel.

Evergreens are not much in evidence along the lake shore hills and this is because of the activities of the lumbermen a generation ago. In many places, however, pines and hemlocks and an occasional spruce are again appearing and in a few decades more if nature is permitted to do her work there will be a fine shelter of green in winter as well as in summer. The few evergreens that the lumbermen left are annually scattering their seed and the seed seem to be finding congenial conditions in the leaf mold that has accumulated and in the dampness beneath.

They Were Tremendous.

Two men that boarded the summer car together were somewhat excited over some event, and after finding seats together, one of them said:

"You can't help but see, with me, that the issues are tremendous."

"Yes, I see," was the reply.

"His election would be a public calamity."

"It certainly would."

"I might almost say the fate of the country is at stake."

"But the honest voter must stand by the country."

"They should, but in times of political excitement like this you can't count on what they will do."

"Let us hope he will be defeated and his party taught a needed lesson."

At this juncture a man on the seat ahead turned around and said:

"Gentlemen, excuse my butting in, but do you refer to the election or defeat of Taft?"

"Taft? Taft?" repeated the "tremendous" man, with ill concealed contempt.

"Then it isn't him?"

"Not by a jugful! The gigantic struggle that may end the life of this republic is whether I am to be elected one of the trustees of our village next fall, or whether a red-faced butcher weighing 230 pounds, who also wants the place, is to be elected and permitted to topple down the bulwarks of liberty. As I say, the issues are tremendous, positively tremendous."

Butter, Eggs, Poultry, Beans and Potatoes at Buffalo.

Buffalo, Aug. 7—Creamery butter, 25@27c; dairy, 20@24c; poor to good, all kinds, 18@22c.

Cheese—Fancy, 16@16½c; choice, 15@15½c; poor to common, 8@12c.

Eggs—Choice, fresh, 21@21½c; candled, 22@23c.

Poultry (live)—Turkeys, 12@14c; cox, 10@11c; fowls, 14½@15c; chicks, 17@20c; ducks, 13@15c; geese, 10c.

Beans—Red kidney, \$2.50@2.60; white kidney, \$3@3.10; medium, \$3.10@3.15; marrow, \$3.25; pea, \$3@3.10.

Potatoes—New, \$2.50 per bbl.

Rea & Witzig.

Evidence Against the Doctor.

The statement has frequently been made that the mistakes of the doctor are buried underground, and no one the wiser, but that the errors of the pharmacist are advertised to the world to his great damage and loss. In the case of a physician who dispenses his own medicine it is possible (we do not say it ever occurs) that an error in compounding or in calculation of weight or measure or dosage may result in death or injury of patient. Such error may not be discovered by the doctor, but at any rate there is no legal information on which to base prosecution. Other than the doctor, no one knows what he gives the patient or what he gives it for.

Because of this state of affairs it is easy to see that it is possible for the doctor (again, we do not say it ever happens) to avoid all responsibility for his errors in diagnosis or medication. There is left no record.

Physicians have always argued, and it is a sound argument, that it is their right and privilege to supply the medicine if they see fit. This has naturally led to the custom of keeping secret what medicine is used. The homeopathic fraternity especially follows this course. But the claim that it is no one's business, save the doctor's, what is administered is not sound, and here is where reform is called for. It is everyone's business to know whether the doctor acts rightly, and it is the law's business to hold him accountable for his mistakes. The trouble has always been to secure information to prove his errors. It is not possible, nor desirable, to take from the doctor his right to dispense, but it is both possible and desirable to provide that he dispense properly. The how to do this is the problem, which, although not impossible of solution, is, however, a ticklish and difficult one.

The Kansas Pharmaceutical Association evidently believes it has taken at least one step toward its solution by passing certain resolutions at its annual meeting last month. These resolutions call for the enactment of legislation which shall provide:

1. That any physician who shall sell, compound, dispense, administer, or give away, any medicine or remedy for or to any patient or other person, shall write a prescription or order for such medicine or remedy in such form as to be legally intelligible.

2. The original or a copy of any and all such prescriptions written, in every instance of such dispensing, shall at the time thereof be supplied to such person or patient or any legal representative.

This would not deprive the doctor of the privilege of dispensing, but it would certainly "keep tabs" on him, which is perhaps desirable in greater measure than we conceive of. The proposed measure would put him on record and make it possible to "check up" his work, if occasion arose.

This measure likewise would make the patient the legal custodian of the prescription (or copy thereof), thereby settling the question "who owns

the prescription?" Perhaps the framers of the resolutions were likewise not altogether blind to the fact that the patient would be enabled to go to the drug store for "repeats" if he wished, ignoring the doctor and his professional fee. We do not like to think that this was an actuating motive, however.

What the doctors will have to say about the proposition and whether it can and will be made to work are developments, to which we shall look forward with interest.

He Had an Object.

From the seashore hotel a wharf ran out a quarter of a mile to deep water, and on a hot day the wharf was the hottest place in the whole United States. I was loafing on the shady veranda one scorching July afternoon, when a male guest of the hotel started off down that roasting wharf with a fishpole over his shoulder. He was regarded with astonishment, but of course, nothing was said. He had reached the end of the wharf and had been fishing for half an hour, when a woman came up to me where I sat and asked:

"Did you see my husband go down to the wharf with a fishpole?"

"I saw a man, ma'am."

"It was probably my husband. Would you be so kind as to go down and tell him I want him at once?"

I went down through the fiery furnace and gave my message. The man did not even look up.

A second statement brought no better results. Then I happened to notice that he had no line at all attached to his pole, and I said:

"Stranger, I have told you twice that your wife wanted you."

"Yes," he muttered.

"You seem to be fishing without any object."

"Don't you believe it!"

"But you have neither hook nor line."

"I know it, but I have an object, just the same."

"And—and—"

"It's hot as Hades, isn't it?"

"You bet!"

"And it's July?"

"It is."

"Well, my wife wants me to promise her a new set of furs for next winter, and my object is to keep away from her until I get a sunstroke and keel over!"

Another Peril.

"But, Peter, you should be grateful that you were saved from drowning, and not cry like that."

"Yes, but there come my aunts and now I'll be kissed all the afternoon."

Ever Thus.

"Pa, what's political knavery?"

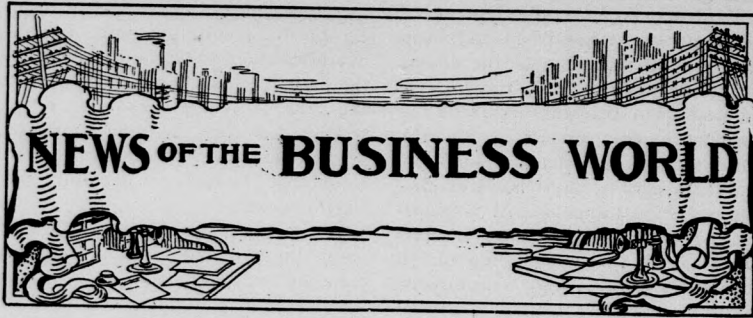
"What the other side's doing, my son."

Don't imagine that people are going to call you a liar every time they think it.

Dandelion Vegetable Butter Color

A perfectly Pure Vegetable Butter Color and one that complies with the pure food laws of every State and of the United States.

Manufactured by Wells & Richardson Co. Burlington, Vt.



Movements of Merchants.

Wayland—E. F. Glass has closed his bakery and retired from business.

Maple Rapids—Floyd Crook has engaged in the jewelry business here.

Brookfield—F. Watson, formerly of Durand, has engaged in general trade here.

Gladwin—McDonald & Co. will engage in the shoe, hardware and grocery business.

West Branch—Lawrence Ellison, recently of Alma, has engaged in the shoe business here.

Hancock—John Latva has engaged in the grocery and meat business at 734 Pine street.

Sturgis—Clark Huff, recently of Dowagiac, has engaged in the furniture business here.

Pontiac—A. E. Cheal will open a sporting goods store at 23 east Lawrence street, Sept. 1.

Cass City—Allen C. Hayes has engaged in the dry goods, shoe and grocery business here.

Pontiac—W. H. Wix is closing out his stock of second-hand goods and will retire from business.

Chassell—The Chassell State Bank has been incorporated with an authorized capital stock of \$20,000.

Durand—O. J. Jones has sold his grocery stock to F. C. Dunham, who will continue the business.

Grand Ledge—George VanHorn and Chris. Glenn succeed J. H. Allen & Son in the meat business.

Alto—Mrs. George Clark has sold her millinery stock to Mrs. C. W. Williams, who has taken possession.

Jackson—George W. Hauk succeeds Gillette & Gates in the meat business at 119 North Mechanic street.

Otsego—Lee Smith and Arthur Wiley have formed a copartnership and engaged in the produce, seed and coal business here.

Kinde—The Kinde State Bank has been organized to do a general banking business with an authorized capital stock of \$25,000.

Negaunee—Levine Bros. have purchased the bankrupt stock of the Chicago store, at Houghton, and will consolidate it with their own.

Calumet—Uriah C. Penberthy and Paul Spehar have formed a copartnership and will open a men's furnishing store here, Oct. 1.

Williamston—C. S. Chamberlain has sold his grocery stock to Frank Locke, recently of Webberville, who will continue the business.

Holland—Harry Dornbos and Herman Kramer have formed a copartnership and engaged in the meat business at 444 First avenue.

Hancock—John Funkey has transferred his hardware stock to his son and daughter, Fred and Gertrude, who will continue the business.

Kalamazoo—Fred Glass has sold a half interest in his grocery stock to Fred Ailes and the business will be continued under the style of Glass & Ailes.

Mendon—Harry Worthington has sold his ice cream and confectionery stock to R. A. Kitchen, who will conduct a restaurant in connection with the business.

Traverse City—H. E. Hallberg & Co., have purchased the bankrupt Schoolcraft & Nelson grocery stock and will continue the business at the same location.

Fennville—Mrs. Alice Sheffer has sold her grocery stock and restaurant to her sons, Maurice and Charles, who will continue the business at the same location.

Flushing—H. H. Chatters has sold his stock of general merchandise to E. W. Northrop, recently of Flint, who will add a line of men's furnishing goods to the stock.

Casnovia—Fred L. Martin has sold his grocery, shoe and hardware stock to Fred Woodwork, who has taken possession and will continue the business under his own name.

Hudson—Don Manahan and Morris J. Malarney have organized a company under the style of the Hudson Sales Co. to engage in the selling of household supplies, fence anchor, etc.

Arcadia—James Jones has purchased the interest of his partner, Charles Schaefer, in the meat stock of Jones & Schaefer and will continue the business under his own name.

Grand Ledge—A. C. Baldwin and Thomas West have formed a copartnership and purchased the grocery stock and bakery of C. A. Smith and will continue the business at the same location.

Wyman—The Gleaner Produce Co. has been organized to deal in farm produce, seed and supplies, with an authorized capital stock of \$3,000, of which \$1,500 has been subscribed and paid in in cash.

Allegan—Albert Brand has sold his meat stock to Julius Maskey, Gus Braun, Herman Konkie and Otto Liniger, who have taken possession and will continue the business at the same location.

Portland—George W. Allen has sold his stock of clothing and men's furnishing goods to C. D. Tomy and Roy Dawdy, who have formed a copartnership and will continue the business

under the style of the Economy Clothiers.

Pontiac—Milton G. Robinson has purchased the interest of George W. Dickinson in the John D. Austin Co. stock. The building will be remodeled and opened September 15 as an exclusive women's ready-to-wear garment store.

Calumet—The Italian Co-Operative Store has been incorporated to purchase dry goods, groceries, etc., and sell them to all stockholders, with an authorized capital stock of \$10,000, of which \$320 has been subscribed and paid in in cash.

Alden—L. Armstrong, general dealer, has the sympathy of the trade in the death of his 19-year-old son, who was recently drowned while delivering goods to customers on Torch Lake from a motor boat which bore the ill-fated name of Titanic.

Detroit—Pending the decision of the Commissioner of Internal Revenue at Washington, a stock of oleomargarine seized Tuesday at the place of Joseph A Burk, 2114 West Jefferson avenue, has been released. Mr. Burk made a compromise offer of substantially the value of the goods and paid the money into the Internal Revenue office. Burk was recently convicted in the United States District Court of manufacturing and selling oleomargarine without a license, and a tax (amount unknown) was assessed. It is said that since his conviction his sister, Miss Kate Burk, has been conducting the business in a legitimate way. For this reason the compromise was considered.

Manufacturing Matters.

St. Joseph—Arthur Kropp has opened a cigar factory on Ship street.

Muskegon—The Vandergrift Box Co. has increased its capital stock from \$25,000 to \$50,000.

Detroit—The Michigan Motor Specialties Co. has increased its capital stock from \$20,000 to \$75,000.

Saginaw—The Opportunity Manufacturing Co. has increased its capital stock from \$10,000 to \$20,000.

Detroit—The Nicholson Manufacturing Co. has been succeeded by the Purdy Lumber & Manufacturing Co.

Detroit—The Menzie Shoe Co., manufacturer of shoes, has increased its capital stock from \$80,000 to \$200,000.

Munising—The Munising Veneer Co. has been incorporated with an authorized capital stock of \$100,000, of which \$60,000 has been subscribed and paid in in cash.

Munising—The Great Lakes Veneer Co. has been absorbed by the Munising Veneer Co. Some changes and improvements will be made to increase the output of the new company.

Wells—Bark peeling in this vicinity is getting along very well, considering the scarcity of peelers. Loggers and jobbers are getting ready for winter. Some of them are making piece stuff and will soon begin skidding.

Escanaba—The Beaver Timber Co. has been incorporated to do a general lumbering and logging business, with an authorized capital stock of \$125,000, all of which has been sub-

scribed and paid in in cash. Operations to be carried on at Beaver.

Escanaba—The Ready Rax Manufacturing Co. has been incorporated to engage in the manufacture of carpet and rug racks, with an authorized capital stock of \$15,000, all of which has been subscribed, \$1,000 being paid in in cash and \$7,650 in property.

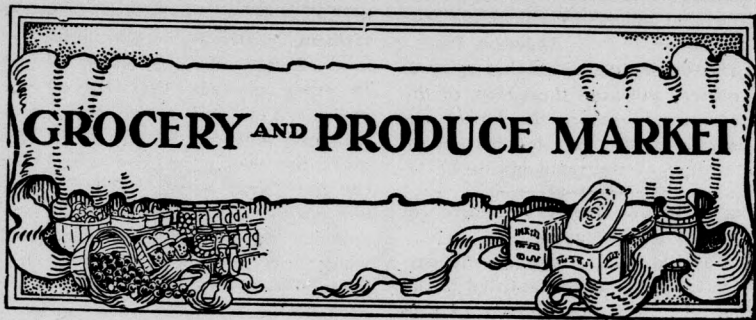
Bay City—E. B. Foss & Co., extensive lumber dealers in Bay City, also coal mine operators in Bay county, have leased mining privileges on several hundred acres of land half a mile from the corporate limits of the city of Flint and started sinking a shaft for a coal mine. The coal vein is found 246 feet down and a 10 years' supply at 650 tons a day is estimated.

Battle Creek—Several Lansing and Jackson capitalists have consummated a deal here whereby they acquire the old hulled bean plant for a sum of \$25,000. The plant will be converted into a bread-wrapping factory. George Gaw, Jr., of Ypsilanti, and Charles Dorman, of this city, have taken over the stock of the Prims Manufacturing Co. and incorporated the Rite Way Co. for \$50,000. The concern will manufacture coffee roasters.

Detroit—The bondholders of the Detroit Salt Co. have accepted a proposition made by the Watkins Salt Co., of Watkins, N. Y., which contemplates the complete re-organization of the company with the property passing into the hands of the Watkins concern, a well known salt company operating mines in Watkins. The property has been in the hands of the Security Trust Co. as receiver for a little over a year, the receivership having been regarded as entirely successful. The mines in Delray have been improved and placed on a paying basis. Pending a receiver's sale, W. W. Clute, president, of the Watkins Salt Co., will have complete control as receiver, succeeding the Security Trust Co.

Manistee—It is expected that this year will clean up the lumbering operation of the R. G. Peters Salt & Lumber Co. in Wexford county, and in another year the operations of one of the oldest operators on the Manistee River will be finished. The property is in charge of the Michigan Trust Co. in the capacity of receiver until the estate is completely closed out. The holdings of the R. G. Peters Salt & Lumber Co. in the Upper Peninsula of Michigan and in other States are being closed out as rapidly as possible.

Au Sable—The H. M. Loud's Sons Lumber Co. has been a victim of misfortune. Last year the company's big plants were swept away by fire, and last week a new roundhouse built for locomotives used on its logging railroad was burned together with a locomotive, involving a loss of \$10,000. The persistent report in circulation that the Detroit & Mackinac Railroad Co. had purchased the Loud company's railroad and timber holdings in Alcona county and would extend the road to Comins and Barton City is denied by the members of the company. The company closed the Byers camp in Alcona county, but only for the summer.



The Produce Market.

Apples—Duchess command about \$4 per bbl.

Apricots—California, \$1.15 per box.

Bananas—\$3.75 per 100 lbs.

Beets—20c per doz. bunches.

Blackberries—\$2 per 16 qt. crate.

Butter—Receipts are larger than a year ago. The weather has been very favorable to a good make, and the quality of the butter now coming forward is excellent. The consumptive demand is very good and the market rules steady and unchanged. The situation as to storage butter is about the same as a year ago, and everything considered, no radical change seems in sight in the near future. Extras are now held at 26½c in tubs and 27½@28½c in prints. Local dealers pay 20c for No. 1 dairy grades and 17c for packing stock.

Cabbage—\$1.25 per crate for new stock for home grown.

Carrots—20c per doz. bunches.

Cherries—\$1.75 per 16 qt. crate for sweet; \$1.60 per crate for sour.

Cucumbers—35c per doz. for hot house.

Eggs—The market has been stationary during the week. The weather is favorable for shipping and the quality of the receipts shows considerable improvement over a week ago. For the season the receipts of eggs are about normal and the market throughout is healthy on the present basis. The market will probably remain unchanged for some days. Local dealers are paying 17c, loss off.

Gooseberries—\$1.50 per 16 qt. crate.

Green Onions—12c per doz. for Evergreen and 15c for Silver Skins.

Green Peppers—50c per small basket.

Honey—18c per lb. for white clover and 17c for dark.

Lemons—California and Messina have declined to \$5.50 per box.

Lettuce—Leaf, 65c per bu.; head, 90c per bu.

Musk Melons—Arizona Rockfords command \$3 per crate for 45s and \$2.75 for 54s. Georgia stock is sold at \$2 per crate for all sizes.

Onions—Yellow Texas Bermudas command \$1 per crate. Spanish are in fair demand at \$1.75 per crate.

Oranges—\$4.25@4.50 for Valencias.

Peaches—Elbertas from Arkansas, Oklahoma and Missouri are sold at \$1.75@2 per bu. Six basket crates command \$1.75. Home grown from the Southern part of the State are beginning to come in, but only in limited quantities. Receipts from the South are arriving in much better condition than the crop of Georgia and Texas.

Pears—\$1.75 per bu. for sugar.

Peas—\$1.50 per bu. for Telephones. Pieplant—85c per 40 lb. box for home grown.

Plums—California, \$1.50@1.65 per box; \$2 per bu. for home grown early Burbanks.

Potatoes—Home grown are now in control of this market on the basis of \$1 per bu.

Poultry—Local dealers pay 12c for broilers; 10c for fowls; 5c for old roosters; 7c for geese; 8c for ducks; 10c for turkeys. These prices are for live-weight. Dressed are 2c higher.

Raspberries—\$2.25 for black and \$2.40 for red—16 qt. cases.

Spinach—75c per bu.

Tomatoes—Four basket crates, 85c; 8 lb. basket of home grown hot house, 65c.

Veal—5@11c, according to the quality.

Watermelons—Missouri stock is in strong demand at \$2.50 per bbl. of 10.

Wax Beans—\$1 per bu. for home grown.

Whortleberries—\$1.65 per crate of 16 qts.

Placing Business on Higher Plane.

Jackson, Aug. 6—C. E. Foot, of Foote & Jenks, has been appointed State Committeeman from Michigan by the President of the National Flavoring Extract Manufacturers Association.

The appointment is in line with a general effort which is being made by the manufacturers of extracts to place their business on a higher plane.

Organized To Promote Agriculture.

Empire, Aug. 6—The citizens of Empire have organized an association to be known as the Fruit Belt Agricultural Society. They are making plans to hold a three day agricultural fair some time in October.

Chas. L. Hogle.

Jacob Sanford, meat dealer at 1134 South Division avenue, has added a line of groceries to his stock. The Judson Grocer Co. furnishing the stock.

Harris & Hirsh have engaged in the hardware business at Clare. The Michigan Hardware Company furnished the stock.

Read much and carefully; think deeply; and don't hesitate to make use of the ideas that other men have advanced.

A. T. Stehouwer succeeds M. M. Merritt in the grocery business at 36 Grand avenue.

To succeed, one must sometimes be very bold and sometimes very prudent.—Napoleon.

The Grocery Market.

Sugar—The market is quiet and featureless. This ought to be the beginning of the season of heaviest demand, but the light fruit crop all over the country will naturally result in a reduction of the usual demand at this season of the year and from now on. All of the refiners are quoting granulated at 5.10 except Federal, which is quoting at 5.05. All the refiners, however, are accepting orders for immediate shipment on a 5c basis. The passing of the Lodge bill by the senate did not seem to change conditions. The fact is if this bill becomes effective it will make but little difference, as not a great deal of sugar is imported on which a duty of \$1.82 per hundred is paid. It is estimated that if the Lodge bill becomes a law it will cause a loss to the Government of about five and one-half million dollars, or about one-tenth of the present duty.

Tea—Advices from the Orient report strong primary markets with active buying. The second crop Japans are reported to be about thirty per cent. short of last year with cup quality good and leaf not quite up. New crop black teas are coming in with market active. Samples of new China greens show good cup quality but not as good style as usual. The market on Ping Sueys is advancing with active demand. The continued wet weather in Formosa is detrimental to cup quality and style of the summer teas. Prices are firm and sales active. Ceylons and Indias firm and active.

Coffee—Reports from Brazil are to the effect that prices are very firm, and that receipts are short of last year on August 1. The demand from the retail trade continues very good for hot weather. The better grades of Brazils are fairly steady. Mild coffees are strong and unchanged. Java and Mocha quiet at ruling prices.

Canned Fruits—Apples are dull and unchanged. California canned goods are unchanged and in very light demand. It looks now as though the pack of all kinds of fruits will be of a good size and that prices are sure to be much lower than last year.

Canned Vegetables—Corn is cheap, but buyers are only taking supplies in a moderate way. Tomatoes are easing off some now that new pack goods are being offered and the first shipments are expected soon. There will without doubt be a decided shortage in peas, some Michigan packers having announced that they would deliver no more than about fifty per cent. of any grade.

Olives—Prices are low, but the market is firm and reports from olive growing countries are to the effect that the hot weather has practically ruined crops in some sections.

Cheese—The consumptive demand is about normal for the season. The market is healthy, with a slightly firmer tendency. The quality of the cheese arriving is showing some improvement, and the make is much larger than a year ago.

Fish—Cod, hake and haddock are quiet and unchanged. Salmon shows no change. Red Alaska is in buyer's favor,

although no prices have yet been named on new pack. Domestic and imported sardines are unchanged. The demand for mackerel has been comparatively light during the week, but the market seems to have developed a little more firmness. Values are steady.

Provisions—All cuts of smoked meats are firm and tending upward. Pure lard is firm at ½c advance, but compound lard is barely steady and unchanged, with a light demand. Barreled pork, dried beef and canned meats are all in increased demand and unchanged.

Manufacturing Matters.

Kalamazoo—After remaining in idleness for nearly two years as the result of bankruptcy proceedings, the plant of the old Michigan Boxboard Paper Co., was placed in operation to-day. The plant has been taken over by Eddy Paper Co.

Manistee—On account of the trustee, John A. Meiers, not advertising the sale of the Manistee Watch Co. plant in the trade papers, the sale was a fizzle. It is probable that another sale will be advertised in mediums which will attract the attention of bona fide buyers.

Flint—The Marvel Carburetor Co., of Indianapolis, had entered into a contract with the board of commerce to remove its plant to this city. The company has an established business in Michigan, and its change of location is largely due to a desire to get into the center of the auto industry. Local capital has been interested in the enterprise, and the concern will be amply financed to manufacture its product on an extensive scale. The present capacity of the company is 300 carburetors a day, necessitating the employment of 100 skilled mechanics, but a material increase in the equipment of machinery and working force is contemplated as soon as the necessary preparations can be made for an expansion of the business.

Port Huron—Employment will be given to 150 men by a new foundry company which will locate at this place, final details of the deal whereby A. L. Holmes, of Romeo, leases the old malleable iron works plant having been completed. The foundry will take immediate possession of the building, which will be fitted up with two large cupolas with a capacity of 15 tons per day. Castings of motor cylinders and piston rings will be manufactured for the Ford Motor Car Co., of Detroit. The new concern will do the greater portion of the work now done by the Romeo Foundry Co. To secure the new industry Port Huron had to compete with Dayton, Ohio, the Stoddard-Dayton Co. offering its plant to Mr. Holmes. The location, transportation facilities and living advantages caused the selection of this city, however.

William Sawyer (Worden Grocer Co.) is very happy to-day over the advent of a bran new boy at his house. Mr. Sawyer covers the trade of the Holland colony.

In this progressive age we should no longer say "dark horse," but "black automobile."

SALES BY MAIL.

Further Advice on this Feature of Retailing.

Written for the Tradesman.

Our preceding talk shot at a single mark. It strove to drive home to you the danger of selling goods by mail. It endeavored to prove the futility of imitating the retail mail order houses.

It declared that the letter which failed to bring the prospect into the store failed of its mission.

Perhaps the talk struck home, but it failed utterly if you said, after reading it, "Why can't I succeed as well as the great wholesalers who are making monumental successes through exclusive catalogue-selling?"

This statement, if you made it, is just about as logical a declaration as this one, "Why can't I live on grass, oats and corn as well as the horses and cattle that seem to thrive on it?"

You and the wholesaler are the two opposite faces of the same coin: Fundamentally, the same; actually, very different.

The wholesaler sells goods to a public that is comparatively distant. They can't drop in every day and supply their needs. In fact the wholesaler must take his goods to them if he wishes to have satisfactory volume of business.

Therefore, he either sends out a traveling man with a trunk or two of samples or mails a monthly catalogue containing minute descriptions and illustrations of all the goods he sells.

He doesn't choose the latter because it is inherently a better salesman than the former, but because the catalogue often enables him to make a substantial saving in his laid down costs to you.

The wholesaler uses these methods because he has to.

But you don't. Your trade is within easy shopping distance of your store. They are accessible to you and you to them.

Also note this fact. The mail-order wholesaler has one refrain that he sings day in, day out. It's this:

Come to market.

He knows that it is better for him and for his customers to have the latter inspect actual goods and to compare them where comparison is easiest.

Now if you're still unconvinced, dig out the preceding talk and read once more what it said about drawing trade to your store.

Your letters are a useless expense if they fail to create sales within the four walls of your establishment.

And how are they to do it?

First of all, by hitting the bulls-eye in the very first line.

First impressions last a long time. If the most saintly man on earth looks like a hypocrite he'll have a very hard time counteracting the effect of his appearance.

Remember, if you can, the last person you were introduced to. Didn't you weigh him mentally before you heard him speak? If he had an ingrowing chin and a rabbit's nose, watery blue eyes and clammy hands, didn't you classify him as a mollycoddle? And yet he may be one of the most courageous and determined men you ever saw.

Appearances are deceitful, but they're

also often the most convincing things about a man.

Therefore, in your letters, put your best foot forward in the very first line. Remember always that your letter is a salesman and if possible have him capture the prospect on the very first attack.

Many merchants begin their letters with such moss-grown expressions as "Dear Madam—I take great pleasure in submitting for your approval several bargains that ought to appeal to you, etc." Here's another: "Dear Madam—I'm writing to-day to inform you that a new line of fall and winter novelties have just been received and that you are cordially invited to inspect them."

Opening sentences like these lack a grappling hook. They have no pull in them. They lack interest. They're not concrete.

Think them over and then apply this test to the opening sentence of all your sales letters: Would a salesman get any encouragement from me if he should introduce himself with such hackneyed phrases?

There it is: the test for all first sentences.

What sort of an impression would a salesman make if he introduced himself to you in similar terms?

Therefore make that first sentence so interesting that your prospect will be incited to read the remainder of the letter.

Begin at the beginning. Don't imitate a baseball pitcher and spend several valuable minutes "winding up." Don't beat about the bush.

Throw in the high speed on the very first word. Seize attention in the first line.

Say the thing that would interest you, if you were the customer and another merchant were seeking your trade.

Avoid beginnings that are naught but generalities. Put in as much of yourself, your store and your goods as you can pound into your typewriter or splash off your pen.

Be personal in the first line. Don't make it read like a musty, fusty legal document. Put some life into it.

But don't be flippant. You can't afford to get gay when selling goods. If folk seek a vaudeville show, they'll go elsewhere.

To start off with, "Dear Madam—Be an early-bird at our rip-snorting sale and gobble up the bargains," is to offer a gratuitous insult and totally kill the effect of the sales-talk that follows. There are ways of being personal without being undignified. You don't have to do a flip-flop in order to attract attention.

Try to tell your whole story in the first line and keep it as condensed as possible.

Finally, rely on the formula given in the last talk and give your "opener" the acid test by looking at it through the eyes of the other fellow.

Any merchant desiring help and advice on matters referred to in this series of talks can secure the same by sending samples of his sales-letters to Anderson Pace, care of the Tradesman. The letters will be revised and returned to the writers with a letter of advice and instruction.

The next talk will consider the body of the letter. Anderson Pace.

[The Tradesman trusts that many of its readers will avail themselves of this opportunity to secure the advice and assistance of Mr. Pace on this important feature of the retail business.]

Most Failures Due to Practice of Overbuying.

Evansville, Ind., Aug. 5—Anderson Pace, in his article entitled "Why The Jobber Must Become More Efficient," which was published in the July 31 issue of the Tradesman gave us some very good pointers concerning the jobber of the future.

Mr. Pace is correct. The economic problem of production does not disturb or worry us so much as does the distribution of the things we need.

The distributor or the jobber of the necessities of life is the man the world has its eyes on and the concern which places itself in the position where it can do the most good to the largest number of merchants is the concern that is going to do the business.

It is costing the people of this world too much money to get the real necessities, and there are many reasons why this cost is attached to the price the merchant pays for his stock.

Every time a retailer shakes hands with a traveling man, there is from two to three per cent. added to the amount of the bill of goods bought.

It is about time for the retailers to wake up. I think we fail to read enough. Thousands of good things appear in our trade journals, but too many of us let them slip through our hands, as it were.

We don't seem to have time to sit down and mail our orders to up-to-date concerns, but we do take time to listen to all sorts of stories the traveling men have to tell, and never think a thing about it. Time is no object when a smooth salesman is in the house.

I know whereof I speak. I do these things myself. I rather like to talk myself. That you can plainly see. But does it pay?

The jobber who can furnish the retailer with most anything he wants at any time he wants it is the progressive distributor and he is going to be the leader in making the right prices, and the retailers who will close their ears to the thousand and one stories told them, and will take the time to look at some of the up-to-date catalogues which are mailed to them, will soon fall in line, they will get in line spontaneously, if they will think.

The trouble with the most of us is, we let the other fellow tell us what to do. That is to say, we wait for so and so, and we let him dope us with his personal magnetism. If we could only know how much power there is in personal suggestion, we would go off by ourselves and "make up our own orders."

Nine failures out of every ten are the cause of overbuying, and the cause of over buying is through the power of suggestion which is dished out by the other fellow.

Enclosed you will find a copy of

my price list which I mail out to the farmers, distribute from house to house in the city and which we put in every package that leaves the stores. You will notice that these lists are sent out in advance. This gives the people an idea what they can get "Next Week." The farmers will get this list next week in the mail and that will give them knowledge of what they can expect of me the following week, and those who have been in the stores this week can learn what will be offered "Next Week." So you see that these lists can not be any thing but interesting. Those who want to save their pennies, nickels, dimes, quarters and so on, will take care of such price lists, if there are real bargains on them.

One must be a price cutter to manage such advertising successfully. The idea of spending money on advertising, for a general store and trying to hold up prices is a dream that never comes true. The public in general are bargain hunters, and if they do not find any they quit hunting or go to other fields and woods, so it is up to the retailers to make good hunting grounds or get out of the game.

I have never forgotten what William Judson thinks about a "price cutter," but I am still a dishonorable citizen. Now smile. I am one of those "undesirable citizen" who wishes to give as much as I can to those who need it more than I do, but I am not dividing up with the worthless class who do not care for themselves or any one else.

What's the matter with somebody in Grand Rapids? The editorial entitled "A Chinese Wall" which appeared in your July 31 issue of the Tradesman really made me smile. Do the makers of the license fee for country merchants in Grand Rapids want to ruin their city or do they think there is enough business in town without the country merchants. Allow me to tell the license builder that if it were not for the country merchants there would not be any city merchants, and if the country merchant has a dull season, so does the city store keeper, let him be jobber or retailer.

The annulment of the license fee for country merchants will be the proper thing. It is a little dangerous to get away from the country merchant. You had better stick to him, and pay him to come to your town, instead of asking him to pay before he can come in.

There are too many Chinese walls now in every city. We can't be too careful with our foolish selfishness.

Edward Miller, Jr.

Revenge.

Landlady—You believe in mustard plasters, Doctor?

M. D.—Rather! I always order them for patients who call me out in the middle of the night when there's nothing the matter with 'em.

Plenty on Hand.

Servant—Please, sir, there's a man at the door with a bill.

Mr. Owens—Tell him we are well supplied.

For The Picnic Basket

There should be dainty sandwiches made of home-made bread.

Bread made in the home, with the knowledge that everything is sanitary there, has a better flavor than that whose origin is uncertain.

Bread made in the home—if made of Lily White, “the flour the best cooks use,” will be found to have a better flavor than any other bread no matter where it is made.

This is largely because of the Michigan wheat aided and abetted by the skill of our millers.

LILY WHITE

“THE FLOUR THE BEST COOKS USE”

Is made almost entirely of Michigan wheat and Michigan wheat is famous for its flavor.

Especially do the good housewives of New England prefer it over any other kind of flour and no loyal woman of Michigan will wonder at it.

There’s something about the soil, surrounded by the great lakes, which seems to impart a distinct flavor to the wheat as well as to the peaches and apples of Michigan.

People of Michigan should be proud of this fact, and if you have never observed it, please compare the flavor of Lily White bread with that made of wheat raised outside the state.

Lily White is packed in sewed sanitary sacks.

Valley City Milling Company
Grand Rapids, Mich.



DEVOTED TO THE BEST INTERESTS
OF BUSINESS MEN.

Published Weekly by
TRADESMAN COMPANY
Grand Rapids, Mich.

Subscription Price.

One dollar per year, payable strictly in advance.

Five dollars for six years, payable in advance.

Canadian subscriptions, \$2.04 per year, payable in advance.

Sample copies, 5 cents each.

Extra copies of current issues, 5 cents; of issues a month or more old, 10 cents; of issues a year or more old, 25 cents.

Entered at the Grand Rapids Postoffice as Second Class Matter.

E. A. STOWE, Editor.

August 7, 1912

THE OLD AND THE NEW.

Modern methods and materials have made great changes in the architecture of business and office buildings and those who are planning to build for business purposes, whether in cities or small towns, should inform themselves upon the latest ideas before proceeding. In the old fashioned building—and there are any number of such to be seen along the city's chief business street—the materials were wood and brick, and with such materials it was necessary to build heavy to secure strength. In the modern building steel girders, beams and posts are used and the same or greater strength is secured without weight. In the old buildings the windows are narrow and the wall space between them is wide and this could not be avoided for wide windows would have been too great a sacrifice of strength. In the modern buildings the windows are wide and the wall spaces reduced to a minimum, which is made possible by the steel construction. In the old buildings the upper floors are dark and much gas or electricity must be used to make them serviceable for business or office purposes, even on bright days. In the new buildings the upper floors are as light as almost all glass fronts can make them, and this makes the upper floors even more serviceable than the first so far as light is concerned. The new Breuer building on Monroe avenue is an illustration of latest idea in business building construction. Other good illustrations are the Herpolsheimer and the Houseman & Jones buildings on Monroe avenue, the Keeler building on North Division and the Metz building on East Fulton. The Boston store front has been made over in the new style and both the old and the new style are shown in the Foster, Stevens & Co. building, the second floor having a made over front with wide windows and the upper floors the old construction and narrow windows. The Spring & Co. front above the first floor is old style and so is the Wonderly building; in fact, so are most of the other Monroe avenue fronts. How different in appearance between the old and the new it is only necessary to see to appreciate, and how much greater the renting value of the new, as compared with the old, can be imagined. The difference in cost is scarcely worth mentioning. Therefore, if you contemplate the building of a new store be modern. This applies as well to the small town merchant as

to the big cities. It will be profitable to be up to date, and also a source of satisfaction and pride.

Modern methods and materials have also made a great change in the store fronts. In the old style fronts wood frames were used for the windows and with plate glass the frames had to be heavy, and this meant a sacrifice of light and of effective display space. In the modern window front the frames are of metal or are dispensed with entirely and there is no sacrifice either of light or display. An example of the very latest store front is the Houseman & Jones with neither pillar, post nor sash to interfere with the display. There are several other very good illustrations of the modern front, for this city has been more progressive in putting in modern windows than in the construction of new buildings. There are any number of old style fronts also to be seen. The Henry Smith flower store at Monroe and Division, for instance, is old style; the Eli Cross flower store in the Wonderly building and the Crabb & Hunter flower store in the Metz building are new style, and how much more effective the new is than the old need only to be seen to be realized. The front window is an exceedingly important part of the modern store and those who are building should figure on having the latest and best even if there is some difference in the cost. The store with the modern windows will rent better and for more money than the old fashioned front, and it will be worth the difference.

PASSING THE HAT.

A few months ago a committee of the city pastors made a lurid report describing what they declared to be the moral or rather the immoral conditions that existed in Grand Rapids and calling upon the good people of all denominations to unite in a crusade against vice. The making of this report was followed by several "for men only" meetings and then the appointment of an extensive committee to take up the work of reformation. Perhaps it was the approach of the summer vacation season, or possible the lack of a ready response to the appeal for funds, or perhaps any one of several other good reasons—at any rate very little has since been heard of this movement. Either it has died a natural death or the city is to be permitted to reveal in its sin until those active in the proposed campaign have returned from their summer outings.

Just now another reform movement is under way. This time it is cigarettes. A reformer has come from Chicago and is endeavoring to get Grand Rapids all worked up over the harm the cigarette is doing. The response does not seem to be very cordial to the appeals that are being made, but perhaps it is because those who usually do respond may be out of town or too busy studying the weather signs.

This paper is in hearty accord with every honest, sincere and well founded reform movement and is ready to applaud and encourage every sane reformer, whether it be the social evil

that is aimed at or cigarettes. But this paper does not have any too much sympathy for those movements which seem to have the taint of professionalism, nor is it prepared to follow reformers who make the passing of the collection box the prerequisite of their activities. When the first manifestation of zeal is the asking for funds there is always the suspicion that those who are at the head of the movement are more interested in the financing of the enterprise than in the objects to be gained.

The social conditions in this city are not what they should be and for that matter the same is true of every other city and small town and even the rural districts, but the conditions here are not so bad but that they can be dealt with in the usual way through the churches, the homes and in extreme cases the courts and police department. As for the cigarette it is an unmitigated nuisance and very properly the law prescribes penalties against vendors who sell to minors. The protection of the young is all that the reformers can expect to accomplish and the question might well be asked if this purpose cannot be as well gained through the enforcement of the law as by a fire alarm campaign.

What has been said may apply to Grand Rapids in particular, but every other community may wear the shoe if it fits. We are all sinful mortals, we are all in need of an occasional shaking up of our morals, but before tying up too strongly with those who are doing the agitating it will be as well to find out what may be their interest in the movement, whether for the uplift of the people or for the cash proceeds.

LICENSE TO BE REDUCED.

A vigorous protest is being made against the imposition of a \$35 license fee upon country merchants who bring eggs, poultry, and other farm products to the city for sale on the city market or to the local dealers and it is to be hoped, for the good of the city, that the opposition will be effective. The matter was presented at the meeting of the Common Council Monday evening and referred to the Ordinance Committee, who will prepare an amended ordinance, probably reducing the license fee to \$1 per year.

These country merchants are good friends of Grand Rapids and instead of being handicapped in their enterprise and made subject to heavy exactions, the municipal policy should be to encourage them in every way possible. They should be encouraged not only for business reasons but because of what they are doing to keep down the cost of living for those who live in the city. These country merchants take in trade the eggs, butter, fruits and vegetables when their customers bring in, assemble the many small lots into big loads and haul the stuff to this market to sell. The producers of this stuff could not afford to bring their small lots to town owing to the long haul, but the country merchants solve the problem for them by their assembling methods, and not only is this a good thing

for the farmer but it is a good thing for Grand Rapids. During the strawberry season some of the finest fruit on the market was brought in by these country merchants and their offerings had a perceptible influence on the quotations. Just now they are bringing in potatoes and it is not unusual to see six or eight loads on the market, 250 to 350 bushels, and it ought not to be difficult to realize what effect such offerings have on the market price for the ultimate consumer. They also bring in dressed meats, poultry, eggs, butter and other products; in fact, are important factors in the feeding of Grand Rapids. These merchants have credit, stand well in business and are reputable, their business is legitimate and it is not easy to see why they should be discriminated against or treated in any other way than are the farmers who bring their stuff to the city to sell. They secure their trading stock, groceries, dry goods, boots and shoes and clothing, chiefly, from the wholesalers in this city and this alone should insure them some consideration. The largest center of this country trade is in the district around Jamestown, Forest Grove and Star Corners, in Ottawa county. Six or eight country merchants in this district make regular trips to the city with their loads of assembled farm produce, coming two to four times a week. There are country store keepers from other directions, but they do not come so frequently or so regularly. But it would be a good thing for the city if more of them would take up this trade. Every country merchant within hauling distance of the city should be encouraged to take it up as a means to adding to the prosperity of the small farmers within their jurisdiction.

The recent order prohibiting further importation into the United States of absinthe has led some to discuss the merits and others the perniciousness of the beverage. A commission appointed to study its effects entirely confirmed the indictment of the National League Against Alcoholism that "absinthe is the source of madness and crime; it causes epilepsy and consumption; it makes the husband a brute, the wife a martyr and the child a degenerate." In France the officials have been afraid to issue a sweeping order against the use of absinthe on account of, as they express it, "a wave from the depths." It has been discovered that the principal poison in the liquor is a vegetable substance, thyion. Without this drug it is impossible to make what is known as genuine absinthe. Manufacturers are willing to substitute some other ingredient which will be less pernicious, and the fact that they are willing to use a substitute looks suspicious.

The deadly "parlor match" received another blow when the national convention of insurance commissioners, assembled at Spokane, Wash., adopted a resolution recommending the enactment by each state of a law forbidding the use of the single dip, white phosphorous match. Louisiana has such a law and the insurance men would like to see a similar statute enforced in every other state.

Mr. Merchant

The wrapper on a package of Quaker Oats or Mother's Oats is like a signature on a good check. It places a selling value on the package immediately. Your best interests lie in featuring these two brands in which the public so thoroughly believes.

Quaker Oats and Mother's Oats Have "Made Good"

Commencing September 1st, in addition to heavy magazine advertising on both brands, forty-five thousand outdoor signs will be placed. From the Atlantic to the Pacific, from the Lakes to the Gulf, this country will be literally plastered.

Make your stock NOW Quaker Oats and Mother's Oats.

The Quaker Oats Company
CHICAGO



Clothing



WINNING WEALTH.

How It Can Be Accomplished Without Worry.

"You see," he commenced languidly, "from my boyhood I have been very, very averse to the strenuous life led by the majority of our good citizens.

"On every side of me, worthy men have been taking rest cures, discussing the latest form of nervous prostration, getting ready for the monthly sanitarium visits, and when they weren't reciting their own physical ills they were enjoying their wives' tales of woe."

"True to life," commended the Average Man, musingly.

The Gilded Youth continued. "Yesterday I celebrated my twenty-seventh birthday. Seven years ago I was——"

"They all say that," interrupted the Average Man. "It's 'seven years ago I was this' and 'ten years ago I was that' and——" but at this point the glare in the Gilded Youth's right eye quelled him and he became silent again.

"If you want to hear this story," and the Gilded Youth's face did not wear a smile, "you will have to be at least polite, no matter how foreign it is to your nature and training." Administering this gentle jolt to the Average Man seemed to make him feel better and he proceeded. "Seven years ago this month I was clerking in a haberdashery store. I had never made any particular effort to better myself and I avoided thinking for myself as much as possible. So much easier, don't you know, to let other fellows do it for you.

"When a man came into our establishment he knew what he wanted and it was so much easier to give him what he wanted and thank him than to try to sell him something more or something better that I adopted that course.

"Besides, I have always been what is called a good listener. I never pay any attention to what a man is saying. It's usually very uninteresting, don't you know, but I look him right in the eye, smile my approval once in a while and after he has said his say, he goes his way and tells his friends what a wonderful and intelligent chap I am. I've found it's the easiest way and it seems to pay. You know the method."

Waited for Opportunity.

"Now, understand, I have always intended, ever since I knew the meaning of the word, to be wealthy, but I did not intend to worry myself sick getting the money and then turn up my toes and leave it for some one else to spend when I get ready to enjoy it. Not a bit of it. So, knowing that something was bound to turn up, I sat back and waited for opportunity to show its head.

"Donovan, I forgot to mention Donovan, also clerked at our haberdashery shop. And ambition—well,

that fellow was just burning up with it. He had ninety-seven schemes a day for making money. I never paid a bit of attention to him and his wild ideas, but in spite of the amount of assorted dictionary he insisted upon inflicting on me, I rather liked him.

"Donovan and I used to dress the windows. That is, he undressed them and I dressed them.

"One day when we were dressing the window and Donovan was handing me the showcards, I decided to put in a silk sock display in a little side window that we usually used for canes, etc. Donovan, who was always rather rattle headed, handed me a card marked 50c instead of the right one, which should have been \$2.50. I started to hand it back to him, but suddenly changed my mind and put the 50 cent card on the \$2.50 socks, locked up the window and went home.

"The next day was Saturday and our proprietor was on his vacation. As I was coming down on the street car I pulled the key to the window out of my pocket and threw it away. It had no duplicate and I wanted my little experiment to have a fair chance.

"That day we had as near as I could count, 340 odd calls for the 50 cent silk socks. Of course we turned them all down, explained that it was a mistake, but the calls came just the same and proved my point.

"It was a good thing I had thrown the key away. The other clerks were wild and once they were on the point of calling in a locksmith or breaking the window to stop the flood of inquiries for silk socks. Naturally, I headed this off and my little experiment proved itself worth while."

Asked for Sock Prices.

"Sunday I had Donovan over to my boarding house for lunch and between us, Donovan doing most of the writing and I directing, we composed a letter asking for the lowest possible quotation on 20,000 pair of silk socks, feet and tops to be made of cotton, the rest of any quality silk—short ends—to get the price down.

"Donovan couldn't understand what I was driving at, but he believed in me and we went to the best hotel on the north side and had the stenographer turn out a number of the letters we had composed, addressed one to each hosiery manufacturer of any size in America, and sent them out that day.

"After Donovan had asked me what I was driving at about twenty times, he got tired and kept quite, waiting to see what was going to happen.

"Then the quotations began to come in. In some cases the manufacturers had made up samples and sent them along. The lowest bid was 18 cents a pair and the sample sock was all right. The thing not being done before was just a case of the manufacturer and the retailer not realizing what the demand was. That's all.

"So we wrote a letter to the manufacturer who had submitted the low bid, sent him a check for \$100 and requested a number of sample pairs. The prospects for big sales and the \$100 looked so much like business that the sample socks came promptly together with a letter asking for an appointment for their representative, which I refused. The samples once in, I began to get action. I sent Donovan out to interview several of the downtown retailers with samples of our socks and he did splendidly. Brought back much larger orders than I thought he would.

"At this point the question of money arose. I had none and Donovan was in the same boat. We had the proposition, but we lacked the money to swing it. So I employed a little strategy. We went to a big jobber in our line and asked him if he would accept good credit, signed orders that we turned in, and pay us cash if we would allow him 10 per cent for carrying us over the account."

Quit Job and Opened Office.

"It took so much talk to persuade him into doing this that I almost gave the thing up. I was afraid that I was running up against the worry germ—the nervous prostration producer. But Donovan, bless his heart, wasn't afraid of making more business for the doctors, and he went to it like a good fellow, with the perspiration rolling off his brow and words spilling at the rate of ninety a minute. He won the day. The jobber agreed to our proposition. Donovan from some unknown source had dug up \$300, so with this little fund we both released our jobs and opened an office at my boarding house.

"We advertised for men on a commission basis and we got 'em. They sold, too. Silk socks, to retail at half a dollar and yet pay the dealer a good profit hit the mark and before we hardly realized we had started we had discounted enough orders with our jobber to exhaust the first shipment which the manufacturer had estimated on. And all this had been done right in our home town, without going outside.

"The cash profit we had realized was big and Donovan wanted to relax and take things easy, but I realized that what we had done had opened the eyes of two people who were probably getting ready right then to step in and duplicate our success—namely, our jobber and our manufacturer. As after events showed, I was mistaken—they were both sound asleep—satisfied to make a little money on the business produced by our efforts rather than exert a little gray matter themselves and make a lot. However, it was all right to go ahead as we did. We made permanent arrangements with our manufacturer for shipments, prices, rebates as our total sales increased, etc., and I started Donovan out to make jobbing arrangements in the big eastern cities where I knew there was a tremendous field for our proposition. He made the same arrangements east that he had in our home town, organized a sales force in each city, and left a compe-

tent man in charge. All on the commission and discount basis."

Built Up Big Business.

"You can't possible realize how the sales piled up. We had something the public wanted, and the dealers simply couldn't keep the goods on their shelves. Inside of nine months the entire factory was working on our goods. In the first two years we built a business that required seven mills, working day and night, to supply the demand.

"Yes, competition came. We expected it. We prepared for it. By the time it began to assume formidable proportions we had factory costs down to the point where we were able to cut our retail price to 35 cents and make as much as before. This forced our competitors to start all over again." And the Gilded Youth stopped.

"So," said the Average Man, thoughtfully, "you are a stocking manufacturer."

"Well," answered the Gilded Youth, "not exclusively. We operate to-day several different propositions, each one as big as the stocking industry. You see, when we marketed for 50 cents an article that had never been previously priced under \$2.50, we uncovered a principle which was too good to confine to any one branch of endeavor."

"What was the principle?" asked the Average Man eagerly.

"Pshaw, I thought you could see that. The principle was: 'Something just as good for about one-fourth the price.' Apply that in any line you ever heard of, and they'll buy."

"Just one thing more," and the Average Man wrinkled his brow. "How did you and how do you avoid worrying?"

"Simple," the Gilded Youth replied, fatuously. "Let the other fellow do the work, and he'll do the worrying as well. Donovan does mine. Good day." And he walked away.

"Words fail me," said the Average Man. And the Gilded Youth's form disappeared around the corner.

Irwing R. Allen.

Trapped.

"George, I am afraid you are wasting your time brushing my hat. I don't seem to have anything smaller than a \$10 bill."

"I kin change dat all right, boss."

"Then you don't need the tip. Good bye."

Strictly Legal.

"What did you do with your book whose leaf you found loosened?"

"Put it through a legal process."

"What do you mean?"

"Had it bound over to keep the piece."

Too Conscientious.

"What sent your grocer into bankruptcy?"

"Selling cantaloup with a guarantee."

The clerk who objects to doing a thing because "I wasn't hired to do that," is a clerk who will not be very likely to be promoted to the manager this year.

CANCELLED ORDER.

How a Grocery Salesman Secured Its Reinstatement.

"To my way of thinking, there are just two things a man needs to sell goods. One of them is a knowledge of human nature and the other is nerve. Courage is what I mean; that is a better word than nerve, because nervousness is likely to be confused with cheek, brash, freshness, and all that, which does not get you very far."

Obadiah Decker relaxed a stage farther into the capacious comforts of the chair in the hotel office, tilted his derby on to the nape of his ruddy neck and paused reminiscently.

Oboe Decker covered Kansas, Nebraska and Iowa with a line of groceries. He had been doing it for twenty years when I met him. I do not misspeak when I say he "covered" the states with his line. You could not go anywhere without finding Oboe's crackers served with the soup, or putting Oboe's catsup on your corned beef hash. His house had brought him in to a desk position half a dozen times, but Oboe always broke loose again. He simply couldn't leave the road. It was his home; his life. The citizens of the three states were his family.

"When you've got those two you've got everything," Oboe went on, when he was ready to go on. "They're all there is to it. Honesty? Of course you've got to be honest. But you will be if you understand human nature. You will know better than to be anything else.

"You've got to be able to size up your man. You've got to be able to know what he is thinking about by what he doesn't say, more than by what he does. You've got to know him better than he knows himself; you've got to know just what he is going to do and what will make him do it. You've got to guess what is lurking around in the tail parts of his brain, and you've got to guess right. And the very first time, too. You don't get two chances, unless the luck breaks mighty strong for you. You don't get much time for the first chance, either. You can't go back to the hotel and think things over. You have to think on your feet, with him looking you between the eyes, waiting for you to say yourself out like a hungry wolf watching a sick one, ready to chew him up if he shows signs of weakening.

Must Be a Hero.

"And when you've done all that, you've got to have the courage to act on the knowledge. Do not believe that there is no chance to be a hero in this game. None of the drums and trumpets and charge bay'nets sort of stuff, but something harder to get away with than that. Something that nobody is standing round to cheer you for, and give you a decent burial and say that you were good to your poor old mother if you go down. You may go along weeks or months, or perhaps years, smoothly enough, with just the ordinary give and take, winning and losing in the day's work. Then something will break loose on you that will take all

the grit you've got. * * Any of you know old Hanscom?"

Some of us did. For the benefit of the others Oboe told about Old Hanscom. "Old Hanscom used to run a grocery store in Ottumwa, Ia., when the town was a good deal smaller than it is now. It was the biggest store in the place and had a big country trade to boot. Old Hanscom was popularly known as a 'character.' He was a silent, surly old customer; never said anything pleasant to anybody if he could help it, and was generally supposed to just naturally be of an ugly disposition. People said it dated from the time his wife died, years before. I don't know anything about that, never having seen his wife. But that is the story, and quite likely it is true.

"Now, old Hanscom had a parrot that took her place. Nobody knew when he got it or how. They found him talking to it in the back part of his store the day he came home from the funeral. He used to spend his spare time after that talking to the parrot. It was a cross eyed old villain of a bird; the only cross eyed parrot I have ever seen, or ever want to see. There was something creepy around its beak while he was telling you what he thought of you. Its name was Peter.

"If that parrot reminded old Hanscom in any way of his wife, I have nothing to say about the departed Mrs. Hanscom." Oboe interrupted himself with one of his low, eloquent whistles. "He was the orniest, cussedest parrot that ever lived, I hope. What he couldn't say to you shouldn't be said to any one. And his resources were bottomless. He could keep up his end of a conversation for hours without falling off form. He could tell you more things about yourself than you ever knew. And he never repeated, until the next time.

Consulted With Parrot.

"Hanscom, as I told you, used to spend his spare time talking to the bird. That's probably where the creature got its vocabulary. But he didn't spend all his time instructing Peter. He had a fashion of consulting with him about his business. He would talk over stock and prices and crop prospects and all that just as though Peter the parrot was a real person. Sometimes I think he was, at that.

"Hanscom was mighty pernicky about buying. He traded with certain houses and would not go out of the list. Whenever a salesman from another concern came in with his line of talk old Hanscom would leer at him until he was winded and then tell the man to 'go and talk to Peter.' That was the way he got rid of them. There was no going behind it. If the man went to see Peter he learned surprising things about himself, and that was all. If he didn't go to see Peter there was nothing but to go out the front door.

"I heard about old Hanscom and his parrot on my first trip into Iowa. I had been traveling for the house a year or so in Illinois and Wisconsin, and of course I thought I knew more

about selling groceries than any man needed to know or ought to know, to be fair to the others. I made up my mind that I would sell Hanscom. It was a good account, and our house had been after it for years. The last man we had sent there had queered us pretty strong by resenting some of the intimate things the parrot said to him. I am not sure whether he tried to wring its neck or hit it with an olive ladle. He never would tell, and when I asked the parrot it went speechless and nearly had a stroke of apoplexy.

"They told me that old Hanscom was crazy, the way he behaved with the parrot. I made up my mind that he wasn't. Nobody that was crazy could get away with the game the way old Hanscom had. He owned half the county; he and Peter between them. I made up my mind that it was only his sense of humor. There are some people, you know, who never enjoy a joke if anybody else is in on it. They have to keep it secret and keep the people guessing. I figured out that old Hanscom was one of that kind.

Phrenology a Big Help.

"I had an aunt when I was a kid who used to tell me all about phrenology. Scientists tell you there is nothing in it, but aunts sometimes know more about those things than scientists. There is such a thing as knowing so much that you do not know anything, in science as well as the grocery business. This aunt of mine had told me about bumps and regions and all that, and I believed it. I do yet. Maybe you will before I get through." He paused another moment to whistle a bar or two.

"Well, I got to Ottumwa and made tracks for Hanscom's store. The first thing I did was to have a good look at his head. There wasn't a hair on it, and I had a fine chance for the investigation. And there, sure enough, was the region of humor lumping up as though he had been lit over the head with a bat. He wasn't busy, and I handed out a line of talk to him for fifteen minutes that was a peach. He stood looking at me through his little half shut eyes, with his chin whiskers sticking out straight in front of him—remember those chin whiskers, any of you?" He whistled again, expressively, concerning those whiskers.

"Well, he stood looking at me until I was all unwound, without saying a word," Oboe resumed. "Then he drawled out, in that squeak of his: 'Go and talk to Peter.'

"Of course, that was just what I expected, and just what I was waiting for. 'Thank you very much, Mr. Hanscom,' I said, and started for the back part of the store. I caught a glimpse of the old codger eyeing me and fancied that I could see those bumps of humor fairly sizzling.

"'Good morning, Peter,' I said to the parrot, when I got to him.

"I won't repeat what the parrot said to me.

"'I'm quite well, thank you, Peter,' I replied, pleasantly. 'How are you?'

Peter Did the Ordering.

"Peter did not offer me any information on that subject. Instead, he began his line of talk. I listened to him in serious respect until I could get in a word, when I began to talk shop to him. Peter was immediately interested, and became civil. We had been talking for a few minutes, when I said:

"Peter wants a cracker?"

"Yes," said Peter. I took out my order book and wrote down 'crackers.'

"Catchup?" I said.

"Peter did not want any catchup, and made me believe it.

"Oatmeal?"

"Peter wants some oatmeal," said the bird.

"Canned peaches?"

"Peter wants some peaches."

"Sugar?"

"He told me where to go with my sugar.

"Pickles?"

"Peter wants a pickle."

"And so on down the list. Whatever Peter said he wanted I wrote down. Whatever he said he didn't want I didn't write down. All the time I was looking around the store to see how the stock was, I didn't want to make any blunders in what I was doing. After I had been there about an hour I walked out, thanking old Hanscom on the way. He seemed rather surprised to see me. He had forgotten all about me; thought I had skipped out the back door, probably. Just as I left I saw him sidling back to have a look at Peter, to see what had happened.

"Well, I turned in the order as Peter had given it to me. I was taking desperate chances, but I banked everything on those bumps of humor I had seen sizzling on the bald crown of old Hanscom's head. I figured out that he would see the joke and be game for it. I had been careful not to load him up too heavily. I only wanted to break into him.

Repudiated the Order.

"A month later I got a wire from the house: 'Hanscom, Ottumwa, re-

Hart Brand Canned Goods

Packed by

W. R. Roach & Co., Hart, Mich.

Michigan People Want Michigan Products

Buy a Seller
Win a Buyer
Sell a Winner

Grand Rapids Broom Co.

Manufacturers of the following
standard brands:

Puritan
Jewel
Winner
Wittier Special

These are the leaders in brooms
Sold by your jobber
If your jobber does not handle our
line write us

fuses goods. Says he did not order. See him and wire.

"I ran over to Ottumwa the next day. Hanscom stuck out his chin whiskers and looked at me through his half shut lids when I went into the store. 'What you sending me all those goods for?' he asked. 'I didn't order nothing.' He was just the way he had been the day I saw him first; he wasn't turning a hair.

"Your manager did,' I replied quietly.

"I ain't got any manager here; I'm manager here,' he came back.

"I looked him between the eyes, dead serious. 'When I came here you sent me in to see Peter,' I said. 'He gave me the order.'

"The chin whiskers came down for an instant and the lids went up. 'Come back here,' he said, and started for the rear of the store. I wasn't quite sure what was coming. I was beginning to get a little scared." Oboe whistled to show how alarmed he had been.

"Good morning, Peter,' I called out over Hanscom's shoulder, when we came to the bird.

"Hello, mister!' he replied, civil as you please.

"Old Hanscom turned round. There was a broad grin on his face. 'Wal, I'm jiggered!' he said. 'Put it thar!' And he held out his hand, chuckling all over.

"That was the way I got in with old Hanscom. We were great friends after that. He let me in on all his little jokes and I never failed to spend an evening with him and Peter when I stopped at Ottumwa. And I had the cream of his business until the old man died. But do you think I would have got it in a million years if I hadn't known something about human nature and had the courage to act on it? Never in the wide world."

"What became of the parrot?" some one asked.

"Peter? Oh, Hanscom gave Peter to me when he died and I turned him over to the aunt that told me about the bumps. He is alive yet and cussing."

Frank Johnson.

Vice Versa.

A farmer went into a hardware store and while purchasing some tools was asked by the proprietor if he did not want to buy a bicycle.

"A bicycle won't eat its head off," said the man, "and you can ride around your farm on it. They're cheap now and I can let you have one for \$35."

"I'd rather put the \$35 in a cow," replied the farmer.

"Oh, well," said the hardware man, sarcastically, "you'd look almighty foolish riding round your farm on a cow, now, wouldn't you?"

"No more foolish, perhaps," said the farmer, "than I would milking a bicycle."

Marrying is like taking a flying leap; you never know just how you will alight.

Many a woman who looks like a fashion plate makes a noise like a tin plate.

Some people would rather steal a poor living than earn a good one.

Feature the Unusual in Your Business.
Written for the Tradesman.

Strange as it may seem, in a farming community where several kept a few swarms of bees, there was no regular place within driving distance where bee supplies were handled. One bee-keeper on a remote road supplied the deficiency of the tradesman, but to those who never went his way on other business yet who had errands to a city of twelve thousand every week, the situation was at times vexatious. Once, in sheer desperation during the busy season, enquiry was made at a hardware store which had for a brief time handled the goods several years before. "No, we don't keep them," was the response. And then, when he queried as to the possibility of getting them in the city, came the answer, "May be you can get them at Blank's. I noticed some smokers on his shelf the other day." And sure enough, Blank had a good supply, the existence of which was only found out by accident.

A woman who had read much about the paper bag cookery made enquiry at several groceries and was even referred to one book store in the attempt to purchase these special receptacles. Some looked at her in doubt, as though wondering if she were a candidate for an insane asylum when the paper bags which were a part of their package business proved not the desired article. Probably there was just one man in the city who kept them and she had a walk of several blocks twice over before he was located. He showed his enterprise in providing for the new system of cookery; his lack of it by not announcing the fact, in the newspapers.

Why use the same space week after week in telling what people already know, that you keep sugar and tea or calico and muslin, as the case may be. If you have a special bargain to offer in sugar during the canning season, it is perfectly proper to let the housewife know about it, but it is also wise to call her attention to the splendid peaches in stock for canning; to the new kind of cans you are now offering; to the little device for setting the rim of the can firmly in place in the sealing.

Every novelty which you get into stock deserves special mention. Every side line which you take up should be well advertised. Some of the goods the people want but do not know just where to get them, and are thus forced to the mail order house. There may be some which they do not know that they want because unfamiliar with their advantages. In either case it is up to you to incorporate them into your announcement.

Widening out in any branch of business indicates growth. Prove that it is a legitimate, healthy one and that you are alert to the side issues as well as the main lines in the business. Running in a groove may be easy work for a while, but you are apt to come to a sticking place when carrying it too far. Vary your card or your advertisement in the morning paper, not by the simple announcement that you are at the old stand alternated with that of an enumeration of staple goods, but throw

in some hint which will show that you have something new and unexpected to show. Let your bulletin board be a real guide in the business. Feature the new things as though you were a live newspaper man. Study his methods for headlines, and make every word count.

Bessie L. Putnam.

Poultrymen's Eggs vs. Farm Eggs.
Written for the Tradesman.

Unless there is a decided change made by farmers in general in the management of their flocks of hens and in the care and marketing of eggs the time is not far distant when grocers will become accustomed to hearing patrons asking for "poultrymen's eggs" instead of "strictly fresh eggs." Farm eggs or "farmer's eggs" will be a cheaper grade than those from the distinctive poultry plant.

When this custom becomes general and when farmers learn that a distinction is made in favor of eggs produced only in connection with systematic poultry-keeping, then, in order to secure the highest market price for their products, they may improve their methods of caring for poultry and eggs.

We do not claim that there is no improvement in the management of poultry among farmers. Evidences are plenty that poultry-keeping is coming to be regarded as a more important branch of general farming than formerly and that many farmers are giving more attention to their flocks and trying to secure greater profits from their poultry. It is a fact, nevertheless, that comparatively few have evolved or adopted a satisfactory system of poultry-keeping. The most of those who are earnestly trying to do better than formerly are still working at a serious disadvantage because they have no comprehensive and efficient plans.

The purpose of this article, however, is not to discuss this phase of the question but to discover if possible why "poultrymen's eggs" are preferred to farm eggs and command a higher market price.

First, they are of better quality. It would not be hard to convince a farmer that pork from hogs raised on grass and fattened on sound grain is firmer and more pleasing to the taste than pork from hogs fed on garbage, brewery refuse, slops, and the like. Just so the eggs from hens fed regularly and sufficiently a variety of wholesome grains, given clean water to drink and kept in comfortable quarters are richer, more palatable and more nutritious than eggs from hens which subsist on anything they can find in the field, the door-yard or the barn-yard; sometimes overfed, but more often underfed. And that is the difference in only one respect between "poultrymen's eggs" and the average farm eggs.

With this difference in quality in favor of eggs from the poultryman's plant when each are newly laid, the poultryman takes care to keep his eggs in best possible condition until they reach the consumer, and they are started on the way to the consumer with the least possible delay. The way eggs are neglected on the farm and the way they are handled by storekeepers and others before they finally reach the

city retailer is no new nor pleasant story for Tradesman readers.

Then, again, eggs from the poultryman are clean, all of one color—white or brown—in each case or carton and more even in size than eggs from farmers; hence more attractive to the buyer.

And last, but not least, from a business point of view, the carton of eggs with the 'poultryman's name thereon gives the grocer assurance in guaranteeing the eggs, removes all cause of anxiety on the part of the purchaser, solves the problem of how to secure eggs of best quality, saves loss of eggs by deterioration and saves money loss to producers, dealers and consumers.

The one great word with the poultryman is system. E. E. Whitney.

The man at a distance seldom or never sees your face or your office but he sees your stationery frequently, and judges your house by its character.

The Diamond Match Company
PRICE LIST

BIRD'S-EYE.

Safety Heads. Protected Tips.

5 size—5 boxes in package, 20 packages in case, per case 20 gr. lots\$3.35
Lesser quantities\$3.50

BLACK DIAMOND.

5 size—5 boxes in package, 20 packages in case, per case 20 gr. lots\$3.35
Lesser quantities\$3.50

BULL'S-EYE.

1 size—10 boxes in package, 36 packages (360 boxes) in 2 1/2 gr. case, per case 20 gr. lot\$3.35
Lesser quantities\$2.50

SWIFT & COURTNEY.

5 size—Black and white heads, double dip, 12 boxes in package, 12 packages (144 boxes) in 5 gross case, per case 20 gr. lots\$3.75
Lesser quantities\$4.00

BARBER'S RED DIAMOND.

2 size—In slide box, 1 doz boxes in package, 144 boxes in 2 gr. case, per case in 20 gr. lots\$1.60
Lesser quantities\$1.70

BLACK AND WHITE.

2 size—1 doz. boxes in package, 12 packages in 2 gr. case, per case in 20 gr. lots\$1.80
Lesser quantities\$1.90

THE GROCER'S MATCH.

2 size—Grocers 6 gr. 8 boxes in package, 54 packages in 6 gr. case, per case in 20 gr. lots\$5.00
Lesser quantities\$5.25
Grocers 4 1-6 gr. 3 box package, 100 packages in 4 1-6 gr. case, per case in 20 gr. lots\$3.50
Lesser quantities\$3.65

ANCHOR PARLOR MATCHES.

2 size—In slide box, 1 doz in package, 144 boxes in two gross case in 20 gr. lots\$1.40
Lesser quantities\$1.50

BEST AND CHEAPEST PARLOR MATCHES.

2 size—In slide box, 1 doz. in package, 144 boxes in 2 gr. case, in 20 gr. lots\$1.60
Lesser quantities\$1.70
3 size—In slide box, 1 doz in package, 144 boxes in 3 gr. case, in 20 gr. lots\$3.40
Lesser quantities\$3.55

SEARCH-LIGHT PARLOR MATCH

5 size—In slide box, 1 doz in package, 12 packages in 5 gr. case, in 20 gr. lots\$4.25
Lesser quantities\$4.50

UNCLE SAM.

2 size—Parlor Matches, handsome box and package; red, white and blue heads, 3 boxes in flat packages, 100 packages (300 boxes) in 4 1-6 gr. case, per case in 20 gr. lots\$3.35
Lesser quantities\$3.60

SAFETY MATCHES.

Light only on box.

Red Top Safety—0 size—1 doz. boxes in package 60 packages (720 boxes) in 5 gr. case, per case in 20 gr. lots\$3.50
Lesser quantities\$3.75
Aluminum Safety, Aluminum Size—1 doz. boxes in package, 60 packages (720 boxes) in 5 gr. case, per case in 20 gr. lots\$1.90
Lesser quantities\$2.00

TEA.

Its Medical Properties and its Physical Affects

Tea, a cup that cheers but not inebriates, possesses an important place in history, literature and dietetics. It has been extolled and cursed, loved and abominated, honored and despised, and, withal, has pursued the even tenor of its way, finding a nook in the homes of the exclusive and the democratic, the blue-blooded and the hoi polloi.

The History of Tea.

All that can be affirmed regarding the early history of this beverage is that it appears to have been used for ages in China, where it is believed by the natives to be indigenous. It is mentioned by the Portuguese writer Maffei, in his *Historiae Indicae*, as a product of both China and Japan. The first reference to it by an Englishman is found in a letter written in 1615 by a Mr. Wickham, which is still preserved in the archives of the East India Company. It is noticeable that the Portuguese and English writers used the native cha, though Maffei called it chia.

From this time it became gradually known to the wealthy citizens of London in the form of occasional presents of small parcels from India, obtained from China, or by small lots that found their way into the markets from time to time, but it cost an exorbitant price, being worth in our money from twenty to fifty dollars a pound.

London Tea Lore.

In 1657 a rather large consignment fell into the hands of a thriving and enterprising London merchant, Thomas Garraway, who established a house for selling the prepared beverage; and that house, under the name of "Garraway's Coffee House," is still in existence, enjoying at this time a continued popularity.

During those years there were many tea and coffee houses, more or less fashionable, where men and women of high and low degree met and whiled away the hours over the teacups much the same as in clubs and cafes to-day.

By the early part of the eighteenth century tea became quite general in use, winning for itself warm admirers as well as bitter enemies. Among the former was Dr. Samuel Johnson, who delighted to linger among his cronies in the various tea houses and who spoke of himself as a "hardened and shameless tea drinker." About this time, too, John Wesley was in his zenith, and in him the loved beverage found a warm opponent. He thundered against it in and out of season, in his wrath denominating it as "one of the machinations of the devil."

Tea in the New World.

It was in the latter years of this century that the never-to-be-forgotten "Boston Tea Party" occurred, and for a time the tea drinkers of the New World, from patriotic motives, either went without their favorite solace or used various substitutes. Leaves of strawberry plants, currant bushes, sage, and shrub called ribwort were

brought into service and called "liberty tea."

It was not for long, however, that the cheering draught was kept in exile, for, with the advent of better feeling among the English-speaking people, it again came into general use, and at present is drunk in nearly every corner of the globe.

It is not strange that many misconceptions should arise concerning an agent whose qualities vary so widely according to the preparation of either the leaf or the manner of brewing the beverage, and I shall briefly cover some of the points which may be of interest.

Species of Tea.

Tea leaves were primarily culled from two species of plants—*Thea chinensis* and *Thea assamica*—but at present there are numerous hybrids. Teas grown in China, Japan, and India and Ceylon vary somewhat in flavor, owing more to different treatment in curing and marketing than to variations in soil or climate. The finest tea is made from the small tender leaves at the end of new shoots, each succeeding pair of leaves upon the branch furnishing a different and less valuable grade. Three or four pairs of leaves or grade are gathered, the various kinds being classified as green or black, according to the method adopted for curing them.

Black Tea.

Black tea is made by "withering" the freshly picked leaves in the sun. They are then mashed and rolled, in order to break the fiber and cells of the leaf and liberate their constituents. After this the leaves are gathered together and fermented, during which process a part of the tannic acid in them is made less soluble and the essential oils are modified in character. They are again exposed to the sun, and finally are "fired" or dried in the oven.

Green Tea

Green teas are withered in pans that are at a temperature of about 160 degrees Fahr.; they are then rolled, withered again, sweated in bags, and finally slowly roasted. By the process of preparation through which it passes, green tea contains more than twice as much of the astringent tannin as black tea, and, consequently, is regarded as less wholesome than the latter. It is also believed to have a somewhat less stimulating effect upon the nervous system, though this can hardly be accounted for by the slight change in the percentage of thein contained therein, this substance being the alkaloid or active principle chiefly responsible for the exhilarating influence of tea upon the nerves.

Thein and Caffein.

The thein of tea and caffein of coffee are chemically identical and much alike in action, though not entirely so. Experiments on frogs have shown a marked difference in their effects, for while thein will produce convulsions, caffein will not; also, thein destroys the sense of smell early in the poisoning stage, but caffein does not at all, unless in the very last stage.

The peculiar stimulating properties which tea possesses, as well as its

color and agreeable flavor, depend on several factors, among which are the season of the year at which the leaves are gathered, the age of the leaves, and the skill, manual or otherwise, with which they are prepared. The flavor arises from volatile oils which develop during fermentation, and it is in these minor substances that the many differences arise distinguishing good from bad tea.

Both the aroma and flavor of tea are often artificially increased or altered by the addition of such sophistications as the leaves of orange flowers, jasmine or roses. In addition, much depends on the water in which the tea is made, as to whether it is hard or soft. Soft water extracts more of the soluble material of the leaves, yielding a beverage of a darker color. Water containing much iron or lime salts should be boiled with carbonate of soda before it is used for making tea.

How to Brew Good Tea.

There is much art in brewing good tea—the art which preserves the delicacy of flavor, the beguiling aroma, and the gently stimulating effect. The best authorities claim that the water should be poured upon the tea leaves when boiling, and the infusion should not last over three or four minutes, lest by longer infusion materials should be extracted from the leaves which, while making the tea stronger, markedly diminish its delicate taste.

The effects of tea naturally depend on the amount drunk, the strength, the quality of the tea, the condition of the digestive tract, and the age of the drinker. Like all other beverages containing a stimulating principle, it tends to produce an habitual craving, so that some individuals suffer from "tea inebriety" as from other stimulants.

Physical Effects of Tea.

When tea disagrees, or when it is taken to excess, the ill effects are referable to its action on the digestion and nervous system. If taken in large quantities with meals it precipitates the digestive ferments, retards the activity of the stomach juices, occasioning gastric irritation and in many instances inaugurating a gastric catarrh of indefinite duration. Copious draughts of black tea, strong in tannin, are productive of constipation, followed by flatulence, which, in turn, is responsible for abdominal distress. The malign effects of too much tea on the nervous system are manifested by alternate exhilaration and depression, restlessness, worry and insomnia, sometimes merging into sensory disturbances, muscular twitching, palpitation, irritability, and a general sense of ill being, unless the nerves are highly strung up by the thein.

Abuse of Tea.

The temperament of the individual largely governs these evil results, for those of robust physique, who are out in the open, and who perform manual labor, do not suffer, as do the weak and fragile tea devotees, who sit around the fireside, sipping cup after cup, indulging in endless small talk, who depend on "tea and toast" to keep warm their bodily furnaces, instead of

good red meat and other wholesome viands—these are the "tea tipplers," who lapse into miserable, sickly slaves to the drink that should be simply cheering and refreshing.

Good Effects of Tea.

Under favorable conditions, and when drunk with judgment, tea has many advantages, rightly filling a niche only secondary to that other universally loved beverage—coffee.

It is mildly stimulating to the nervous system, refreshes the mental machinery, and relieves bodily fatigue. For headache arising from "rundown nerves," it often affords prompt surcease, and during treatment for chronic opium or alcoholic habituation it is most helpful.

Some of the effects of tea are not strictly due to its action on the nerves. It introduces into the system considerable hot water, when taken hot, flushing the kidneys, encouraging perspiration and aiding in keeping up bodily warmth, if too cold, or aiding in reduction of temperature by increased evaporation from the surface if the body is too warm. Hot tea, also, will augment the action of an early morning aperient, though this may be in the main due simply to the hot water.

Many elderly people find tea particularly satisfying and soothing after reaching a period of life when the functional activity of the stomach is gradually weakened. At this time, when "the shadows are lengthening," and the digestive department finds difficulty in furnishing a sufficiency of heat and energy units, generous libations of tea often cheer up the flagging stomach and intestines, enabling them to better perform their necessary tasks.

The refreshing effects of tea when taken into an empty stomach after bodily fatigue may continue three or four hours, a period considerably longer than that bestowed by coffee, wine or whiskey. In excessively hot weather, nothing is more delightful than tea, ice cold, sweetened to suit, with a few random drops of lemon juice that impart a certain piquancy to the taste.

On the whole, this gently exhilarating beverage has much to commend it, and, unless taken unwisely or to excess, lends a gentle stimulation, bracing up tired nerves, toning relaxed muscles, bestowing good cheer to the strong, renewed energy to the weary, solace to the aged, and comfort to its numberless devotees in every quarter of the globe.—George M. Niles in *Tea and Coffee Trade Journal*.

Hippo Described.

Johnny who had been to the circus, was telling his teacher about the wonderful things he had seen.

"An' teacher," he cried, "they had one big animal they called the hippo—hip—"

"Hippopotamus, dear," prompted the teacher.

"I can't say its name," exclaimed Johnny, "but it looks just like 9,000 pounds of liver."

\$50,000 for Store Displays Of Puffed Rice and Puffed Wheat Made During August

Order three cases from your jobber at once. Make a window or store display just as soon as you can.

We are spending this summer over half a million dollars to advertise Puffed Wheat and Puffed Rice and want 100,000 displays to back up the advertising.

The following offer refers entirely to Puffed Wheat and Puffed Rice.

\$50,000 for grocers' co-operation—we are going to pay cash to each grocer who makes a display, right in the height of season.

These are the conditions:

Displays may be made either in windows or inside the store.

Displays must be made during the month of August, which is the great selling month on these goods.

To insure a display and sufficient stock, we require that a purchase of not less than three cases be made in one lot from your jobber between August 1 and September 1.

Claims for premiums must be mailed to us not later than September 4. Each claim must be accompanied by a jobber's invoice, showing a one-time purchase of not less than three cases during the month of August. That means three cases of the Puffed Wheat and Puffed Rice combined.

On the back of the invoice write and sign the following simple certificate:

"I certify that I have bought during August not less than three cases and have made display."

That is all. Simply send the jobber's invoice, with your assurance that the purchase and display were made.

We will send our check for Fifty Cents to every grocer who complies with these conditions—but only one 50c payment to each grocer.

We have set aside enough to pay for one hundred thousand displays of this kind in August. And we hope, for the good of all concerned, that a hundred thousand grocers will make them.

The Quaker Oats Company

Advertising Department

Chicago

JACOB HETZ.

The Oldest Furniture Salesman on the Road.

The loss of two fortunes after he was 53 years old, one aggregating nearly \$250,000 and the other \$100,000, did not discourage Jacob Hetz, traveling salesman, aged 74. Instead, it had a sort of tabasco effect in starting him on the road to a third fortune, which he hopes to build up to at least \$50,000 before he sells his last bill of goods.

"Jake," as he is known to every man, woman, and child in Muskegon, is now earning about \$7,000 a year selling furniture "on the road," and he estimates his worldly possession today at \$15,000. This includes a beautiful new eighteen room residence overlooking Muskegon Lake, to which carpenters are now putting the finishing touches.

"Jake" Hetz was 58 years old when he became a traveling salesman, and he is to-day probably the oldest furniture man on the road. Furthermore, he is one of the best—the best, if his own statement is accepted, for modesty, bashfulness, and fear are unknown characteristics to this rugged veteran of the road. Jake Hetz became a traveling salesman after fire had twice destroyed his sawmills on the shores of Muskegon Lake, and in the sixteen years that have elapsed since that time, he estimates that his total sales have aggregated approximately \$1,500,000.

"I can beat any salesman on the road, selling any commodity from shoestrings to diamonds," he declared, taking off his silk tile and mopping his brow as he leaned on a hoe in the garden back of his home. "Jake" is probably the only man in the world who wears a "stovepipe" hat while hoeing corn, but it is as natural for him as a wide brimmed straw hat would be for a farmer. That silk tile is a part of "Jake" Hetz. Without it he would feel lost, and his friends would not know him.

Always Makes "Bluff" Good.

It is this confidence in his own ability that has helped him earn three fortunes from an original capital of 10 cents, according to those who know him best. Persons who don't know Jake Hetz very well might call him a "bluffer," but his friends know that he always makes good his "bluffs."

"I'll bet \$100 to \$50 that I can go over to Milwaukee and sell \$1,000 worth of goods before 9 o'clock Saturday morning," he told the sales manager of his firm a week ago. It was then Friday noon. No one took his bet, but Jake went to Milwaukee on a 2 o'clock train, arrived there at 4:30 p. m., and before the stores closed at 6 o'clock he had sold three bills of goods totalling exactly \$1,025. He caught a boat for Muskegon at 7 o'clock and the order was in the firm's Chicago office Saturday morning.

"I wouldn't sell goods on a salary," he said. "I can earn \$1,000 in commissions every month I am on the road, but I only travel seven months in the year. The rest of the time I spend quietly here in Muskegon."

Perhaps a modern sales manager would diagnose the secret of Jake Hetz's success as due to the fact that he never makes a negative statement. He is always positive, superlatively so sometimes, maybe, but it is a quality that has made him successful from the day he first landed in Chicago sixty-three years ago. Even though seventy-four years of hard work and numerous sorrows have tinged his hair and beard with gray, Jake Hetz will not yet admit that any younger man of his stature can best him in a wrestling match. True, he gets thrown many times, but he is used to hard knocks. "That's the way I got my education," he explained, "and I wouldn't trade it for all the college training in the world. If the young men of to-day had more hard knocks and fewer luxuries they would amount to more."

"Chicago was only a small place when I arrived there with my brother in 1849. I was 11 years old and he was 27. Between us we had just 25 cents when we put up at Pottergie's emigrant hotel on State street, about where the Palmer house stands now. We had left the old home at Oberlangenstadt, Bavaria, because my mother couldn't support our large family of children after my father died. Before he leaves home every German boy is given a feather bed, and mine constituted my sole capital in addition to the 25 cents we had between us after arriving in Chicago. It took us forty-three days to cross the ocean in a sail boat and two weeks to make the trip from New York west. Part of the way we traveled by boat and the rest by mules."

Started with Ten Cents Capital.

"Soon after we reached Chicago my brother went to Joliet to work in a stone quarry. He took 15 cents of our capital and gave me the remaining 10 cents. I left my trunk, containing the feather bed, at the hotel as security for our board bill and started out to look for work. I couldn't speak a word of English, and all the education I had was learned in school from the time I was 6 years old until I left home with my brother."

"The day my brother left I walked over on Randolph street and stopped in front of a furniture store that stood about where the Briggs house is now. I heard a man talking German and I asked him if he wanted to hire a boy. He was the proprietor and his name was Joe Liebenstein—every old resident of Chicago knows him."

"What do you want to learn, cabinet making or upholstery?" he asked.

"I don't care, just so it is work," I told him.

"He put me in the upholstery department, where I stayed for three years. I got \$6 a month and my board and paid for my clothes and laundry out of my wages. I boarded at Mr. Liebenstein's house, which was located where the La Salle street station now stands. Besides working at my

trade I got up at 5 o'clock every morning and cleaned the shop. My pay for doing that was the privilege of picking up and selling the rags and clippings that fell on the floor of the upholstery shop. I made about \$1.50 a week out of that and saved enough to send my mother four gulden, about \$4 in United States money, every year. She wrote me that folks in the old country told her I must have stolen that money, because they couldn't understand how an apprentice earned it. In Germany boys had to pay for the privilege of learning a trade.

"The second year I worked for Mr. Liebenstein, Simon Mandel, now of the firm of Mandel Brothers, came to the shop to learn the upholstery trade. He got the same pay I did and had to do the same kind of work. The next year cholera was so bad in Chicago that I quit my job and went to Muskegon, where my brother was working in a sawmill on Bear Lake. I went there with the intention of staying only a month, but I've been here ever since."

Went in Business for Self.

"Before the end of six months I was earning \$5 a day filing saws in a mill owned by Martin A. Ryerson. I worked for him ten years, and in 1863 had accumulated \$350 in cash. Then I decided to go into the furniture business at Muskegon. I had to haul my first stock of goods by wagon from Grand Rapids over an Indian trail and many a time it tipped over and had to be reloaded. All of my goods were brought by wagon until 1870, when Muskegon got the Morrison railroad, which was built from St. Joseph. It is now the Pere Marquette road. The only furniture store in Grand Rapids at that time was owned by Nelson, Comstock & Co., and all I could buy from them was common Windsor chairs, ordinary four leaf tables, four drawer bureaus, and low rope beds. Five years later the spindle bed came into use. I had to send to Chicago for other goods."

"The first credit I ever had was given me by Mr. Higginbotham of Marshall Field & Co. I had picked out a line of carpets and selected what I thought would amount to about \$2,000. In those days ingrains sold for \$1.25 a yard wholesale, and Brussels carpets for \$2 a yard. When my bill was figured up it came to over \$5,000 instead of \$2,000, so Mr. Bigelow took me up to see Mr. Higginbotham. He looked at me and said:

"Mr. Hetz, your ability as a young business man entitles you to credit for this bill, but your finances do not."

"I said, 'I know it, but I didn't think I was buying so much. You can cut the bill in two if you like and let me have only half the quantity of carpets and I'll pay you in thirty days.'

"No, it would take you too long to go over the stock again and select, what you want," said Mr. Higginbotham. "I'm going to give you credit for the whole bill, but you must pay it just as soon as you can."

"I'll pay it in thirty days," I said. In exactly twenty-four days from the day I bought the goods I sent Marshall Field & Co. a check for the whole amount. During the next twenty years I bought over \$500,000 worth of goods from Marshall Field and there never was any question about credit.

"I was the only furniture man in Muskegon until the city had a population of 20,000 people. Altogether I was in the furniture business twenty-two years in Muskegon, and during the last five years of that time I did a retail business of \$350,000 a year. I operated an undertaking establishment in connection with the furniture store and no poor family that couldn't afford it ever had to pay me for burying their dead. For years my donations to charity averaged not less than \$25,000 a year."

City Treasurer for Twelve Years.

"I was quite a politician in those days, and for twelve consecutive years was elected city treasurer on the Democratic ticket. The rest of the city was Republican. In 1879, after I had been treasurer for eight or nine years, the Republicans got Charles H. Hackley, the millionaire lumber man, to run against me, but I beat him. He never carried a ward. In 1880 Mr. Hackley ran against me the second time, with the same result. We were the best of friends though, and both times he signed my bond after I had defeated him."

"In 1882 I sold out my furniture business and bought a saw mill. It was a big money maker, and at the end of nine years I figured I was worth about \$250,000. I was 53 years old at that time, and had thought some of taking life a little easier. But that is right where I had to start in and do the hardest work of my life."

"A discharged employe set fire to the mill one Christmas eve, and it burned to the ground. The plant alone cost \$150,000, and I only got \$13,000 insurance out of it. Besides the mill I lost thousands of dollars worth of lumber,

Klingman's Sample Furniture Co.

The Largest Exclusive Retailers of
Furniture in America

Where quality is first consideration and where you get the best for the price usually charged for the inferiors elsewhere.

Don't hesitate to write us. You will get just as fair treatment as though you were here personally.

Corner Ionia, Fountain and Division Sts.
Opposite Morton House
Grand Rapids, Michigan

and the docks and tramways were also destroyed. It was a hard blow, but I knew if I had made one fortune I could do it again, so the next year I took what money I had and bought an interest in the Montgomery Champagne & Co. saw mill at Lakeside.

"Everything was going along smoothly, and we were making money fast. The fire again destroyed my mill. That was two years after the first fire. This time a spark from a tugboat was the cause. The mill was insured for only one-third its value, so I didn't get much money out of it. We sued the owners of the tug, and after the case had dragged along for ten years in the courts I received \$5,000 as my share of the damages.

"After the mill burned, my wife and I moved to Chicago, and lived there for eighteen years. We returned to Muskegon in 1910, and I built a new home right here on the hill overlooking the lake. Three weeks after we moved in, my wife died." Brushing away a tear, the old salesman said, "My only regret is that she can't be with me now to enjoy this new home. A man can make and lose fortunes, but money will not bring back to us those we love."

Home Destroyed by Fire.

"Soon after my wife died our house was destroyed by fire and I had to climb out of a window to escape. It seems as if fire is my worst enemy, but I hope I'm through with it now.

"When I went to Chicago in 1890 I was 58 years old and had no idea what I would do. My son-in-law was at the head of the Hafner Furniture Co., and he suggested that I try selling goods on the road for his firm, so I started out. I knew I could make good, and I did. In all the time I have been on the road I have sold furniture exclusively, but I know I can sell anything, I can beat any salesman selling any line if he starts on an equal basis.

"The biggest bill of goods I ever sold amounted to \$36,000. I didn't sell it all alone, but my part was over half. I always worked on a commission basis and I can make \$1,000 a month. Rockefeller, Morgan nor anybody else could hire me to work for them on a salary of \$10,000 a year. My biggest commission for one day's sales was \$280. Last fall in Detroit, I sold seventy-two dealers in three months and my commissions averaged \$50 a day. I was sick part of the time, too. I never lost a dollar for any concern I ever sold goods for. Every house I have worked for has given me authority to make collections and settle any disputes on the spot.

"The only man I ever borrowed money from was Alexander Robers Sr., of Muskegon, and he has loaned me \$100,000 without any other security than my note. I helped him when he was poor, and when he started a foundry in Muskegon I carried his account of \$6,000 or \$7,000 for years. He was a true friend and many a time he would get up in the middle of the night and write me a check so I could get the money when the bank opened in the morning."

Could Not.

She—Can you manage a type writer?

He—No, I married one.

THE SELLING HABIT.

After All, the Salesman Is the Big Noise.

Written for the Tradesman.

Slocum, who operates a clothing store "down on the Square," pays the best salaries in town. When you get \$9 a week and have no sure job, you work for wages; when you get \$20 per and have a life grip on your position, if you behave yourself, you get a salary. The men who worked for Slocum received salaries.

He would take a man who had never earned more than \$12 a week and boost him into a \$20 job off hand. He never haggled with a man about salary. He paid the position. If a clerk couldn't make good he wouldn't have him around the store. The result was that Slocum had the best and most loyal salesmen in that part of the State.

I used to wonder where he found all his good men. Other dealers hunted long and faithfully and picked up false alarms at that. Slocum always had clerks of the right sort. I asked him about it one day.

"I investigate," he answered. "I give as much attention to hiring my clerks as I do to keeping up the quality of my stock. The salesman is, after all, the big noise in the world of trade. You may fix up your store so that it will draw visitors, but if the right men are not behind the counters the goods remain on hand.

"You may pick out the best goods and accept the smallest margin of profit, but if your clerks offend people who call, you have the stock and your rivals have the money. There are too many stores yawning for the weekly payrolls for any clerk to spoil a sale by getting fresh or showing stupidity.

"A factory superintendent recently told me that he got the largest salary in the West just because he managed to keep the best furniture maker in the United States on his payroll. He said that he did not know such an awful lot about making furniture, but he did know enough to hire the very best men and to bounce incompetents on sight.

"Now, I don't know such an awful lot about the clothing business, but I do know enough to keep the right kind of clerks. If I get stuck on inferior goods and customers bring back their purchases, I can square it with them and return the goods to the jobber, but if I keep a clerk who drives customers away from my store, I can not find out about that, and am sure to lose. Everything depends on the salesman.

"Now, there are people who are naturally courteous and obliging, and there are rough-necks who call people they do business with 'guys,' and act generally as if there was never going to be any to-morrow. Some men will go out of their way to do a favor for an entire stranger, while others will go out of their way to insult people. If you want to get a good salesman, get one of the obliging kind—one of the men who seem to enjoy doing a friendly act.

"I'll give you an illustration: You know that I pay pretty good salaries here and treat my clerks like human beings. The result is that I can take my pick of the salesmen for miles around. When I want additional help I have only to whisper it. The clerks come in droves. Somehow, they seem to think it's classy to work in this store.

"Well, a few days ago I wanted a man, and I said to my manager that it would be a good thing if he could get a man connected with the street car service, as there is a lot of trade in that bunch, and there is a good profit in ordering their uniforms.

"Of course I didn't know that there was a conductor or a motorman in the city who knew anything about the clothing business, still I knew that the street car service catches all kinds of people who are out of their own kind of work, and I thought, perhaps, there might be an ex-clothing clerk on the line.

"I was right in the supposition. There were two conductors who had had experience in selling clothing. My manager found out who they were, and I set out to see what sort of people they were. They both had applications in for the job, but neither of them knew me, they having done business with the manager.

"Now, there's a way of finding out whether a conductor is a rough-neck or a gentleman. This way may not be quite fair, but, all the same, it does no harm. I decided to use this plan to see if the conductors were anxious to please customers or whether they were ready to take advantage of their 'rights' and act like toughs.

"The first one of the two conductors I struck looked pleasant enough, but there was an air of authority about him, as if he owned the unfortunates who rode on his car. I gave him a quarter as I stepped on the platform and waited. He gave me two dimes.

"Wait," I said, "I wanted tickets." "Why didn't you say so, then?" he demanded. "Now I've rung up a cash

fare, and it goes. There's too many of these fresh guys," he added, turning to an acquaintance on the platform, "who leave their think tanks at home."

"But you can give me five tickets," I said, "and ring up a ticket fare the next time a customer pays a cash fare. That will make an even exchange and accommodate me as well."

"Don't get gay with me, now," said the conductor. "You must be a spotter, asking me to ring up a ticket fare for a cash one."

"I went inside and took a seat. You know what I thought about that man getting the job. If he had been of the stuff of which salesmen are made he would have done what I wanted done without my saying a word. I worked the same game on the next conductor. He laughed when I told him I wanted tickets.

"Guess I didn't hear what you said," he observed. "All right. Wait until I catch a cash fare and I'll fix you out. It's all the same to the company, you know."

"There you are! This conductor was anxious to do me a favor. He knew that I had not asked for tickets. It was natural for him to please his patrons, although he did not know as he would ever see me again. But he did, and he's got the job now. I'm after men like that. They catch more money for me than the other kind."

And, as Slocum says, the salesman is, after all, the Big Noise.

Alfred B. Tozer.

A Celebration.

Servant—You want to see Herr Doktor? Could you come again tomorrow?

Patient—Why, isn't he in?

Servant—Oh, yes; but you're our first patient, and it's his birthday tomorrow. I should so like it to be a surprise for him.

Why are so many young people from your town going to the big cities? What is the matter with your town? What are you doing to help it?



We Manufacture
Public Seating
Exclusively

Churches We furnish churches of all denominations, designing and building to harmonize with the general architectural scheme—from the most elaborate carved furniture for the cathedral to the modest seating of a chapel.

Schools The fact that we have furnished a large majority of the city and district schools throughout the country, speaks volumes for the merits of our school furniture. Excellence of design, construction and materials used and moderate prices, win.

Lodge Halls We specialize Lodge, Hall a. Assembly seating. Our long experience has given us a knowledge of requirements and how to meet them. Many styles in stock and built to order, including the more inexpensive portable chairs, veneer assembly chairs, and luxurious upholstered opera chairs.

Write Dept. Y.

American Seating Company

215 Wabash Ave.  CHICAGO, ILL.

GRAND RAPIDS NEW YORK BOSTON PHILADELPHIA



Michigan Retail Hardware Association.
 President—Charles H. Miller, Flint.
 Vice-President—F. A. Rechlin, Bay
 City.
 Secretary—Arthur J. Scott, Marine City.
 Treasurer—William Moore, Detroit.

Relations of Jobbers and Retailers of Hardware.

Between the manufacture of the commodity and its consumption we recognize in hardware at present four classes—manufacturer, jobber, retailer, consumer—and while there are jobbers who are also large manufacturers—other jobbers who are also retailers, retailers who are small jobbers—and consumers who buy direct from the manufacturers—the members of this convention will, I am sure, clearly understand what is comprehended in each of these divisions—the manufacturer who produces the commodity, the consumer who uses it, the jobber and retailer who distribute.

Our present problem is to discuss the relation existing between the jobber and retailer, who are classed as the "middlemen." While the jobber and retailer are both distributors of hardware, differing only in size, degree and methods, their functions are different—that of the jobber being to assemble hardware in large quantities at central points, ready for quick shipments, to stock merchandise in advance of seasons, to investigate and introduce new articles when manufactured, to keep in touch with the business outlook and market tendencies, to instruct and post salesmen who not only sell to the retailer but in turn post them as to the outlook and market changes, explain new goods, etc.

The function of the retailer is to study the hardware needs of his locality, to select carefully his stock so as to supply these needs without overstocking and yet offering a reasonable variety from which to select, to introduce new goods to the user, to be in his community a necessity by having for quick delivery the articles where they can be seen and examined, and, in short, be a general utility man in his home place.

While these two groups have in the past been recognized generally as being necessary and essential in our economic plan, and each entitled to a reasonable profit for his service and investment, which, by the way, has been of late hard to get, the modern economic critic, or socialist, or reformer, says "the present high cost of living is due to these middlemen," and they should both be eliminated and then we would have manufactured hardware sold direct from the manufacturer to the consumer with but one profit—hence cheapen the cost of living. Not only are these "middlemen," jobber and

retailer, attacked from without but also from among their own friends.

The state secretary of a retail association recently said: "The jobber is making to great a profit on his goods. He must come down." The manufacturer says: "Darn the jobber. He does not know how to make a profit. He throws it all away," etc. The consumer says: "The farmer and the manufacturers hardly get enough to pay them for their work. Certainly the consumer pays too much—hence the 'middlemen' (jobber and retailer) are getting more than their share of the profit. Eliminate them!" Another voice says, "Our economic system is all wrong. We should market our goods direct from the farm to the people—direct from the manufacturer to the consumer." Up comes another—"The mail-order-catalogue house has solved the problem—give us the parcel post. (Note that this party expects the expenses and deficits will be paid by the government) and we will buy of the mail-order house and have the goods delivered by parcel post to our doors at half their present cost."

These are but a sample of the statements appearing in the press and voiced quite often to-day in our social unrest, all showing that the right of both the jobber and retailer of to-day to an existence in our social organization is being strongly questioned, and some openly assert that both must give way to a different method of distribution.

If the Jobber Were Eliminated.

Let us analyze this situation for a moment.

Of the four classes it will be generally accepted that the first class—manufacturer, producer—also the fourth class—consumer—have a fixed and unchangeable status—that is, the certainty of existence in the new order. But what about the jobber? If you eliminate the jobbing class the result would be that the manufacturer would probably arrange to sell direct to the retailer, which would necessitate on his part increased expense for more travelers, increased warehouse and shipping facilities, extra labor, advertising, office force, larger capital for extension of credits, allowance for more loss in the large number of credits which he would have to extend, with poor facilities for studying such small credits at a distance, and when the prices the manufacturer would be able to make under such conditions to the retailer are compared with the present prices which the jobbers make to the retail trade would there be any saving, especially if you took into account the delays and difficulties in doing business under such conditions? I answer that there is no reason for think-

ing there would be any reduction in the cost.

The second consideration which influenced me in thinking that there would be no saving by this method of manufacturer direct to retailer is that as a banker I have had occasion, in the past few years, to examine statements of various jobbers in different parts of the country whose notes, accompanied by their statements, are offered to our bank for discount, and I learn that there are but few lines of business where the margin of profit is as small, compared with the risk, the capital invested, etc., as with the jobbers of not only hardware but other commodities. It is generally recognized that a profit of from 2 to 5 per cent. on the gross sales represents the annual showing.

Effect on the Retailer.

How would the elimination of the jobber affect the retailer? The retailer would have to depend upon the manufacturer for his supply of goods and would, first, miss the frequent call of the traveler—because the manufacturer could not afford to send his traveler to the smaller locations more than perhaps once or twice a year—the retailer would miss the information he has been accustomed to secure from the travelers as to changes in prices, conditions, etc.

The retailer would be obliged to purchase in much larger quantities than when he depended upon buying from the jobber's stock, and it would result in overstock of certain goods and not sufficient stock of others, and in this age of sharp competition and demand for quick deliveries he would probably find that for him to assemble his stock

in small quantities from innumerable manufacturers, some located at a great distance, with the incidental delays, he could not turn his stock very often and that the interest on the unsold merchandise and the depreciation of overstocks which he would hold from year to year would absorb practically all the profit that he had in competition with mail-order houses been able to secure for himself.

The Retail Merchant's Status.

After discussing the status of the jobber let us now turn our attention to the status of the retailer whose life is also threatened.

It is generally recognized that the retail merchant has been the most important factor in the building up of the villages and small rural centers where the store, the church, the school and the shop have worked together in maintaining them if they are to exist. It has been charged that the profits of the retailer have been exorbitant, and yet you know that the retail merchant of to-day is selling his goods on a closer margin of profit, while constantly facing increased expense of doing the business than ever before.

The small retailer instead of working eight hours per day is expected to work from 6 o'clock in the morning until late in the evening, he and his family live a plain, simple, frugal life, the

A SOLIDLY BUILT

Express Wagon, Koaster-Kart or Sulky means repeat orders. We keep this constantly in mind in our manufacturing departments and a trial of our goods will convince you. New catalogue ready.

MICHIGAN TOY CO.
 Grand Rapids, Mich.

The Enameled Ware of Quality Onyx, Turquoise Royal

Complete Stock
 at

Michigan
 Hardware Company

Exclusively Wholesale

Ionia Ave. and Island St.

GRAND RAPIDS, MICH.

amount of capital he has invested is perhaps about the same as that of the average farmer in his locality, but to conduct his store requires brains and all-around ability as much as to conduct a farm, and yet his investment and labor receive smaller returns, as a rule, and there is a greater percentage of failure than with the average farmer.

I think it is a safe assertion to say that for the past ten years very few retail merchants have made more than a good living, and in many cases they are in worse condition than they were ten years ago. Retail merchants have received less benefits than any other class of people. Business has grown but not their profits. Farm land has increased in value, wages have increased, but retailers' profits have not. It has been recently stated that in Iowa there are eighteen retired farmers to one retired merchant.

Some one has said, "With all the faults of the retail merchant this method of selling goods has withstood the test of time and has survived the business revolution of the age because it is the best system, all things considered, of supplying the wants of the people that human wisdom has thus far devised." In discussing the question of whether he is to exist in our economic system, however, it seems to me it will depend more largely on whether the government is to enter upon the distribution of goods, and is to assume the expense and deficit connected with the parcel post system which is proposed, because I firmly believe that if this parcel post system is once adopted by the government the life of many retailers of today is doomed, and one evidence of this fact is that immediately upon the passing of the act of 1874, which gave second-class material such a low rating, so much below the cost to the government, that two-thirds of the book stores of the country were put out of business, only leaving those in the larger centers, and if the 4-lb. limit then established produced this result can we doubt that the introduction of 11-lb. limit, to be followed later by an increase in the size of package carried, can do other than give great advantage to the mail order houses in the large centers, which will thus have furnished them, at the expense of the government, the last link in the plan of the mail order houses to secure a large percentage of the retail trade of the country.

While I firmly believe that the retailer is one of the most essential factors in the life of the small community of to-day, I also as firmly believe that parcel post will drive many of them out of business, and that, as a result, we shall have the same conditions existing as any one who has traveled in Great Britain and Continental Europe must have observed, only small shops in all of the rural communities, in which practically no assortment of goods is carried, as in the retail stores of this country, but, on the contrary, the large trade will be centered in the large cities to the detriment of the rural communities.

Both Jobber and Retailer Are Necessary.

There are undoubtedly errors and abuses on the part of both jobber and retailer because of the weakness of human nature, but so long as the present

economic system stands and the assaults are made upon it, the hardware jobber and the retailer are of necessity partners and co-workers and their relations should be harmonious and most friendly, and I think this is being recognized more and more to-day as the result of discussions and suggestions made in the very able hardware periodicals, and as a result of the work of the jobbers' and retail hardware associations.

Now, a final word to call attention to the fact that above all selfish considerations there should be a recognition on the part of the jobber and the retailer that they are most important parts in the economic system of this country, that the more they improve their service and the more economically they can transact their business, the broader our viewpoint of our responsibility, the more efficiently will we fulfill the obligations resting upon us that "he who will be greatest among you let him be servant of all."

Robert H. Treman.

Had an Eye for the Main Chance.

For years he was known to his neighbors by the nickname "Rubber Stamp John." He was crazy on the subject of rubber stamps, his neighbors and friends thought. Where he picked up his knowledge about stamps none of them knew. But certain it was that he knew all about stamps and had a neat sized collection of advertising and other literature on the subject.

"The first hundred dollars I save, said Rubber Stamp John, or John Reynolds, as his real name was, to a friend once, "I will start a little stamp shop."

John Reynolds had saved the hundred dollars and then a hundred more, but still started no stamp shop.

"What about your rubber stamp business, John?" a friend asked Reynolds one day. "You have said nothing about it for some time. Have you lost all interest in it?"

There was a twinkle in the man's eyes. He thought he was having fun with his friend, the rubber stamp fiend.

But John Reynolds pretended not to notice the twinkle. And he did not answer the question.

Looking for Location.

John had not lost his interest in the rubber stamp business. On the contrary as his savings grew his interest in the manufacture and sale of rubber stamps increased. Only now he was no longer theorizing, but was looking for a way to put his theories into practice. He was looking for a location where he could start a rubber stamp shop and make good!

He asked a business man what he thought would be the best location for a rubber stamp store. The business man professed his ignorance about any particular location, but ventured this bit of advice:

"Start up a store only in such a neighborhood where it will fill a genuine want. Then you will be successful. You must fill a want for a certain class of people or for a community to make any business pay."

Reynolds postponed his venture for six months more. Then one day,

while walking through a manufacturing district, which was growing day by day, he overheard something like this:

"They wanted to make me foreman of the place, but I cannot write. That was against me."

The speaker was a foreign looking man. He had evidently never enjoyed the privilege of an education of any sort.

Couldn't Write, So Lost Job.

The friend to whom the foreigner addressed this complaint about losing the foremanship in the shop on account of not being able to write sympathized with him and by way of consolation told him that the identical thing happened in his shop. A young man who had an excellent hold on the business was offered the superintendency of the place, but the offer was withdrawn after it was learned he could not write.

John Reynolds knew that such a growing manufacturing district, with an abundance of workers who could not write, might use rubber stamps for a good many things, such as giving crisp directions and orders, or marking goods and prices. The printed word or figure would be more readily understood by the foreign workers than the written word.

So John Reynolds sought out a location, an humble little store in the neighborhood, and ventured into the rubber stamp business. He displayed

a great many stamps in the window, got up new schemes and patterns in the stamp line.

John Reynolds has been in that place for five years now. He has introduced the use of the rubber stamp into a score of different departments where it was never used before. Many of the workers in the district who cannot sign their names, had rubber stamps made to order for them, giving their name in imitation of pretty good handwriting.

Reynolds is now planning to enlarge his business. His friends no longer think him "bug house" on the subject of rubber stamps. On the contrary they say that he is a brainy man. And when John Reynolds comes among them, which is quite seldom, they listen respectfully to what he has to say. They even tell him their troubles and plans and ask his advice. Richard F. Vogle.

Established in 1873

BEST EQUIPPED FIRM IN THE STATE

Steam and Water Heating
Iron Pipe
Fittings and Brass Goods
Electrical and Gas Fixtures
Galvanized Iron Work

THE WEATHERLY CO.
18 Pearl Street Grand Rapids, Mich.

Why Not Save 50% On Ice Bills?

Is there any logical reason why you should use ice for refrigeration when there is a more economical, practical and simple method?

Brecht's Enclosed Brine Circulating System

of mechanical refrigeration is the up-to-date—the scientific way.

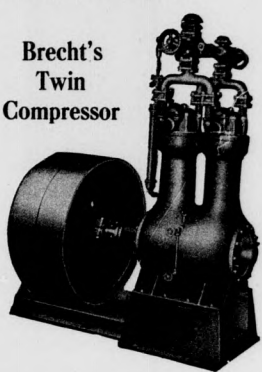
Let us tell you about the market men and others who are using The Brecht System and saving money.

Write us today for particulars.

Dept. "K"

THE BRECHT COMPANY
ESTABLISHED 1853

Main Offices and Factories:
1201-1215 CASS AVE., ST. LOUIS, U. S. A.
New York, Denver, San Francisco, Cal., Hamburg, Buenos Aires



Foster, Stevens & Co.

Wholesale Hardware

10 and 12 Monroe St. :: 31-33-35-37 Louis St.

Grand Rapids, Mich.



Result of the Dayton Window Trimming Contest.

Dayton, Ohio, July 30—What has been considered as the greatest window trimming contest ever participated in by the merchants of one city has just closed at Dayton, Ohio.

It proved an event of such far-reaching importance and productive of so much good that our earnest hope is that other cities will be quick to follow Dayton's example.

The event was notable not only because of the large number of windows entered (247), but also because the cash prizes amounted to the largest sum ever offered for the purpose. Five hundred dollars was divided among fifteen winners.

erson of the N. C. R. Company, this first meeting was a great success. There was a banquet, talks, stereopticon lectures, moving pictures and, in fact, everything that goes to make up a good meeting.

The three hundred and more retailers who were present were enthused.

Mr. Van Horn, manager of the window advertising department of the N. C. R., gave an instructive talk on window trimming and illustrated his remarks in closing by showing a window trim in very bad taste and then transforming it into a thing of beauty. Those present showed such keen interest that Mr. Patterson was tempted to offer five hundred dollar in

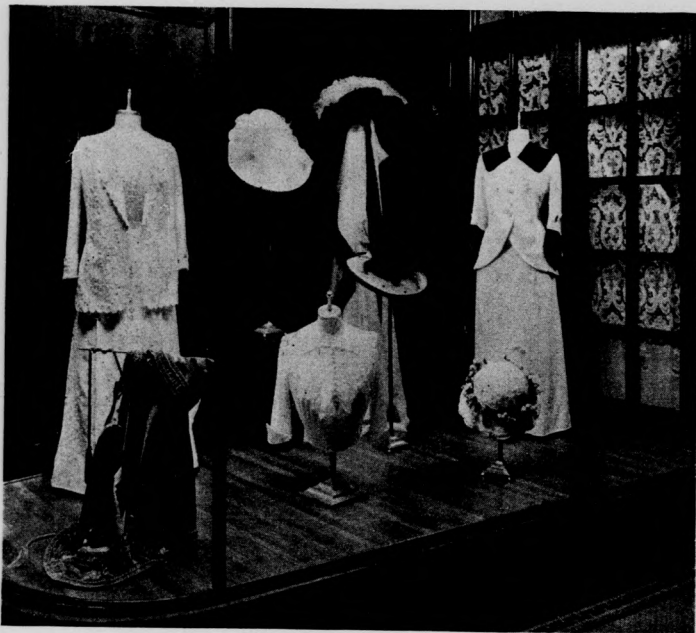
merchandise, 10; show cards, 5; arrangement, 15; fixtures, 10; background, 10; window shades, 5; floor, 5; cost, 10. Total, 100 points. It emphasizes the relative importance of the different fixtures in a window trim. We recommend a similar card for every store. It is easy to imagine the benefits a trimmer would receive by subjecting each of his windows to this sort of a test. It would be but a small matter of time before he would form the habit of considering the various features in the order of their importance and plan his trim accordingly.

From the Judges' Report.

Dayton merchants were complimented on the excellence of their windows, but helpful criticism, also,

noted by the judges consisted of some things that were neglected or carelessly handled by the window dresser. In many instances it was evident that the trimmer had cared more to make a showing than to sell his merchandise, as the goods displayed were not seasonable.

Many windows failed through misguided economy. By saving a few cents the whole effect of the display was cheapened. As an example of this, there were two windows in which handsome and expensive furniture was shown. As to the merchandise there could be no criticism. The pieces were arranged with exceptional taste and would have made a decidedly good showing had it not been for the background. This was



Crowl's Millinery. First Prize, Class 2

How It Came About.

Dayton retailers are like other good retailers in a live city. They work hard, think hard and play hard. However, their attention is generally so wrapped up in their own businesses they scarcely have time to think of other retailers' interests.

In these days of "team play" and co-operation, the Retailers' Committee of the Dayton Chamber of Commerce thought it would be a pretty good plan to have a majority of the retailers of the city in all lines get together at the new Hall of Industrial Education of the N. C. R. Company to plan and learn from each other how best to advance retail interests in Dayton.

This was the start.

Thanks to President John H. Pat-

ter prizes for the best dressed windows in the city.

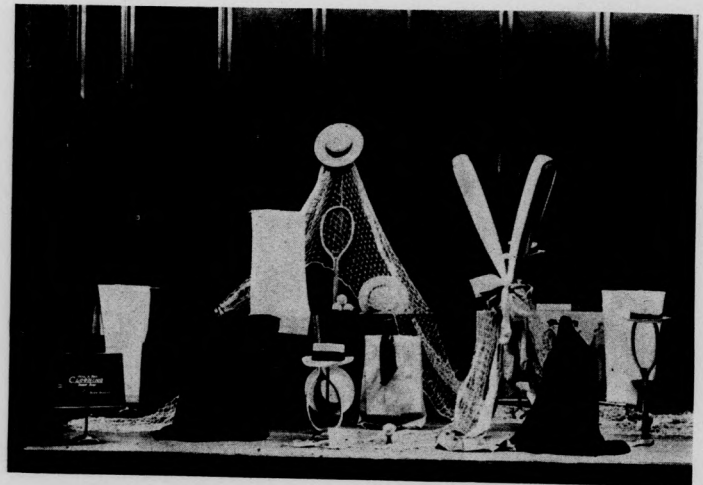
This is how it came about.

The Judges.

Two judges were chosen for the contest, both men widely known as authorities on matters pertaining to show windows: George J. Cowan, of Chicago, manager of the store equipment section of the Dry Goods Reporter, and Thomas Bird, also of Chicago, editor of the Merchants' Record and Show Window.

The report of these gentlemen contained many helpful suggestions. It pointed out many of the common faults of the average window trimmer and showed how they might be overcome.

The score system used was as follows: Color effect, 20; lighting 10;



Rike-Kumler Co. Department Store Class. First Prize

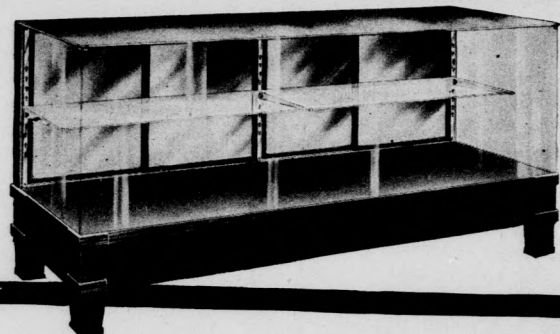
was not spared, and much good was accomplished.

The most common fault, constructively, was in the lighting. Few windows were lighted to their best advantage. In some there was not enough light; in others there was wasteful extravagance. It was clearly shown that it is poor economy to refrain from buying good reflectors and then use two or three times more light in order to get proper results.

In the decorating and handling of the merchandise, the principal faults

made up of a design in wall paper which would have served very well had it been handled properly. Instead of being pasted evenly on a framework it was pinned carelessly together, presenting an unsightly effect. To have made this window right and produce the effect desired, it would only have cost the price of the wall paper and the work of applying it to suitable framework.

Lack of care in detail was another criticism. The example was given of an office window which was cleverly worked out and well handled



"AMERICAN BEAUTY" Display Case No. 412—one of more than one hundred models of Show Case, Shelving and Display Fixtures designed by the Grand Rapids Show Case Company for displaying all kinds of goods, and adopted by the most progressive stores of America.

GRAND RAPIDS SHOW CASE CO., Grand Rapids, Michigan
The Largest Show Case and Store Equipment Plant in the World
Show Rooms and Factories: New York, Grand Rapids, Chicago, Boston, Portland

with the exception that one of the principal figures, supposed to be a business man seated at his desk, was shown without shoes. This is hardly customary for business men.

Special remarks were made by the judges in regard to the careless treatment given to the plain wood backs commonly used by small stores in outlying districts.

These were poorly painted, oftentimes covered with tacks and tack marks and were unsightly in general.

All the above criticisms, said the judges, would apply to any other cities where they had studied windows, and were not peculiar to Dayton. On the whole the trims were of unusual excellence and many deserved prizes but could not have them because the number of awards was limited.

Awarding of Prizes.

President John H. Patterson awarded the prizes. Each was in gold tied in a chamouis sack. The winner also received a handsomely engraved certificate of award.

Mr. Van Horn, who was with Marshall Field & Co. for four years, showed colored slides of the prize-winning windows, those which won honorable mention and a number of others. He took up each subject in detail and answered questions as to the various defects and good points of the trims shown. He explained what could be done for comparatively little expense to increase the value

the principles of right display seemed so simple that many of his hearers undoubtedly will be able to remember and put into practice the things they learned from his talk. In addition to Mr. Van Horn's remarks, the retailers present were given an opportunity to discuss and criticize the various trims shown. Some excellent ideas were brought out.

What Will It Amount To?

A canvass among the merchants since the contest brings out much evidence that the event was of far-reaching importance. Dayton merchants were brought together in a spirit of friendly rivalry. They were awakened to the greater possibilities of their windows, and learned that the public is keenly appreciative of all effort on their part along this line.

In the course of a few remarks by President Patterson he called the attention of his listeners to the fact that by their constant effort to produce more artistic window trims, more than one hundred thousand people were being interested and educated in art free of charge and this could not help but benefit the merchants by increased patronage.

Another Contest in Fall.

The climax of the evening came when President Patterson announced that another contest would be held later in the year, at which time five hundred dollars would again be

Hard to Decide.

There was a man on the street car who looked so full of mental trouble that he attracted the attention of several other passengers, and one of them finally made bold to address him with:

"Excuse me, but I trust you have not suffered a misfortune?"

"It may prove to be one, and it may not," was the reply.

"Then it's a case of sickness and the doctor can't say how it will terminate?"

"No—no sickness."

"Then a business trouble?"

"Well, hardly business."

"The political situation is causing

"And lost the bet, of course. Yes, lost the bet, but what is the question at stake?"

"I bet with a man named Jones. There were no witnesses."

"No?"

"And now shall I call him a liar and deny there was any bet, or shall I go into bankruptcy and settle for 7 or 8 cents on the dollar!"

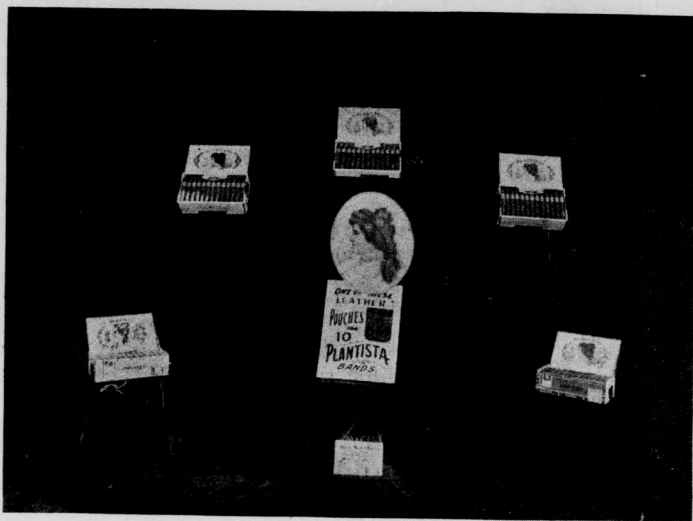
The Evidence.

"I thought you told me you were paying for an auto?"

"So I was."

"I don't see any auto?"

"You haven't looked in the right



Schwab's Cigar Store. Second Prize. Class 1

of window space, and showed how certain trims could easily be changed and made more effective.

Among the many good things he brought out were: "One need not sacrifice selling value for beauty. Most windows are too crowded. A window trim is not necessarily good because it attracts attention. Simplicity is the keynote of art and advertising."

It was clearly brought out in discussion that the entire effectiveness of what would otherwise be a most excellent window is often lost because of some little technical error like a bad show card or none at all, or the introduction or lack of some object or color which has no proper part in the scheme of display.

His explanations were so clear and

distributed. This was all the defeated candidates required. A wave of enthusiasm swept over the audience and the observer could see in the eyes of those present a look of eager determination.

It is quite safe to predict that Dayton's window trimmers will do some great practicing this summer, and the citizens of that beautiful city will be given a constant treat to the eyes.

What a splendid investment the prizes were!

Not Interested.

"I was talking to Diggby this morning about the latest dreadnought. He didn't appear to be much interested."

"I should think not! Diggby married one."



G. W. Shroyer & Co. First Prize. Class 1

more or less disquiet among business men."

"I presume so, but I am not a business man. What I am worrying about is somewhat connected with politics."

"Ah, I see."

"A question has come up to be decided. I have thought it over for a month or so, and can't determine what to do."

"If I can be of any assistance—"

"Well, it was about Roosevelt."

"Ah, now we have it. Perhaps you believed he would be nominated at Chicago?"

"I believed it and bet \$5 on it."

place. Go look in my grocer's garage."

Caution.

Patient—I wish to consult you with regard to my utter loss of memory.

Doctor—Ah, yes! Why—er—in cases of this nature I always require my fee in advance.

For Dealings in
Show Cases and Store Fixtures
Write to
Wilmarth Show Case Co.
Grand Rapids, Mich.

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Those inventions which have abridged distance have done the most for civilization.

USE THE BELL

And patronize the service that has done most to abridge distance.

AT ONCE

Your personality is miles away.

Every Bell Telephone is a long distance station.





The Dry Goods Business as a Profession.

Written for the Tradesman.

If you are a dry goods merchant you are to be congratulated on having embarked in a profession which may well engage the powers of an able man.

A profession it may very properly be called, for it requires as much knowledge and as strong a brain to be a successful dry goods merchant as to be a doctor or a lawyer or a minister.

It is a most excellent thing for a man to have for his life work a vocation which holds in it much for him besides the money he gets out of it.

You have a work in which you can take great pride and pleasure, and for which you should have a perpetual enthusiasm.

Sometimes do you feel a sort of mental dyspepsia getting hold of you—does your store look dreary, and your work monotonous, and the prospect ahead dismal? Does it seem to you that a dry goods store is about the most uninviting place in the world, and that you would like it if you never were to see another piece of goods, nor hear the voice of another customer?

When you get to feeling like this, remember that the trouble is with you, not with the business you are engaged in. This species of discontent afflicts the members of almost every avocation. Not infrequently one hears a physician lament the hour he ever decided to study medicine, and declare that his is the hardest, most perplexing profession a man can pursue, and the one involving the greatest strain mentally, morally and physically. If he had his life to live over again he would be anything but a doctor. The lawyer becomes weary of listening to the wrongs of his clients, preparing briefs, and looking

up legal technicalities, and wishes that when he was a young man he had engaged in business or manufacture. We might go on and on with illustrations from other callings.

Do not let this dissatisfied attitude of mind get a hold on you and become a mental habit. You must keep your enthusiasm.

One of the best way to keep enthusiasm for one's work is to get away from the work. When your day's labor is done, drop it sharply. Do not carry your store home with you. Do not do your planning of nights. Get out of doors some time every day. Occasionally take a half day off and go fishing or tramping in the woods. It will tranquilize your nerves and disperse any incipient blues.

Another thing that will help you keep your liking for your work and your enthusiasm in it is to get the development that it holds for you. To repeat what has been said above, it is a most excellent thing for a man to have for his life work a vocation which holds in it a great deal besides the money he gets out of it.

Think of the vast amount of knowledge to be gained in connection with your business—which your business furnishes you a direct incentive to gain. It is an education to know the different kinds of silks, wool goods, cottons and linens, and something of the processes of manufacture. Be a judge of the fabrics which you handle.

The dry goods business offers opportunities for the cultivation of taste, unequalled in any other mercantile line unless it be art goods, in which of course the field is restricted. It is the dry goods man's lot to be surrounded by beauty. Filmy laces, fine embroideries, rich silks, are his wares. It should be his ambition to make his place of business a store beautiful.

The constant changes in styles, in materials, and in business methods make it necessary for the dry goods merchant to keep abreast of the times. He must ever be ready to adapt himself to changed and changing conditions. He must keep a certain flexibility and not become set in his ways.

He must be a financier. It is no difficult matter to buy goods and sell them again. But so to direct his undertaking that he will have a satisfactory income after all bills are paid and all expenses met—this is where the ability for financial management has a field.

By keen foresight and watchfulness he must shape his business policies. He must be a man of firmness of purpose and of great will power. In meeting competition, local and mail order, the aggressive qualities are aroused. The dry goods merchant must be a fighter. It is up to him to prove himself an honorable knight in battle, who never stoops to trickery or dishonorable methods of warfare.

He should never be anything else than a gentleman—indeed he never can afford to be anything else. He has every incentive to develop a genial manner and pleasing address. Tact

and courtesy are indispensable to success.

In his constant association with people he becomes shrewd in reading character. In his management of his employes he develops executive ability.

We have mentioned just a few of what may be termed by-products of this calling or profession. Are they not well worth seeking and obtaining?

The dry goods merchant should not be old at forty or forty-five, or even at fifty. If he takes pains to keep up with the times and retains a youthful elasticity of mind, he should be better at sixty than ever before.

Is not the profession of the dry goods merchant one that should stir a man to his best efforts? Place before yourself the ideal of becoming forceful, broad-minded and proficient in this calling which presents such excellent opportunities for the unfolding of your powers. It will give you zest and enthusiasm for your daily work. Fabrix.

THE IDEAL CLOTHING CO.
TWO FACTORIES.
GRAND RAPIDS, MICH.



For Fifteen Years

**Empire Brownie Overalls
Have Satisfied the Boys
of Michigan.** 🐻 🐻 🐻 🐻

To a buyer it is worth something to know that the size of a garment will be correct. That is the strongest talking point we have because "Empire" goods are not skimped in cutting. We offer various grades. Our size combinations are ages 4 to 9, 6 to 12, 4 to 5, 10 to 15 and open stock. Merchants are cordially invited to visit our overall and clothing department on the 5th floor of our new building.

Grand Rapids Dry Goods Co.
Exclusively Wholesale
Grand Rapids, Michigan

Edited by Henry Stirling Fisk



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Cash with order. Sold to only one dealer in a town.

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For Dry Goods, Department, General and Variety Stores

Published by Fisk Publishing Company
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There is No Other Advertising Service Like This in the Whole World

R. W. Crompton, Art Director



\$5 per Year—Published Weekly
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Joseph P. Ryan, Bangor, Mich., writes:

Your Advertising Service is coming in each week. It's the greatest line of advertising stuff I ever saw for the money. I can't see how any merchant can turn down a proposition of this kind unless he has an advertising man. I wouldn't pay your representative for the service for the reason that I felt that you were offering too much for the money, so sent check to the Dry Goods Reporter Co. to be forwarded to you in case they felt you would do as you said. They wrote me they sent the check to you as they knew you would do everything you promised to do. I am more than pleased with the service so far.

HENRY STIRLING FISK, Pres. Fisk Publishing Company, SCHILLER BLDG. CHICAGO

Things the Merchant Should Do During August.

Your trade ought to be recovering during August from some of the summer dullness. It is hot yet, but the smell of fall is in the air. There's lots of sewing going on, the women are canning fruit and school is not a great way off.

Incidentally, we might remark that there has been less summer dullness this year. Merchants are getting more and more in the idea that dullness is not the necessary evil for summer that it has been pictured. They have found if they go after the trade with the right kind of offerings and use the right methods they are more than likely to get it.

The leading August line for the variety store is dry goods specialties. **Big Chance in Dry Goods.**

The variety man who does not feature dry goods sufficiently during August surely will not get a lot of trade he may as well have. The regular fall and school sewing will give you a good chance to push lace, ribbon and embroidery; lawns, linens and nainsooks and notions. The fall housekeeping will give you a chance on lace curtains and yard curtain goods, together with all the other housecleaning equipment in your other lines. Then, in August and September, there will be the beginning of the fall demand for hosiery, underwear, gloves, handkerchiefs, and so on.

Be sure you devote plenty of attention to dry goods and notions, pushing them by means of window trims and otherwise.

Time For Campaign Goods.

Campaign goods should be pushed in August and then pushed harder in September. This will be the hottest campaign the country has had in many years. Things will be at fever heat. There will be a big demand for campaign novelties, including buttons, fobs, badges and pennants. These are real money makers. People buy them as they do firecrackers and Christmas goods.

Passing on to September, your old friend, cold weather, soon will be getting on the job. It is well in August to make your plans for September. Plan ahead. This does not mean buying ahead. But know what you are going to do.

For the first week or two you will get a lot of good trade from the school children. This will include school supplies and various articles of dry goods and notions.

Push Hard on Hosiery Sales.

You will want to keep right along with your dry goods during September. There will be plenty of sewing goods wanted. Also fall underwear and hosiery will have a good chance.

It would be well, during some week in September, to put in a big window trim of hosiery alone. Then another of underwear. An impressive spread of these lines a trifle in advance of the season is sure to bring big dividends later. Hit hard in these. Go at the thing boldly. Show the people you believe in pushing hosiery and underwear, and have the utmost confidence in your values.

Enameled ware, household hardware and stove goods should be featured strongly in September. Be sure to get your stove pipe, coal hods, fire shovels and so on out where the people can see them. It may be a little early, but you want to get an early impression on people's minds that your store is the place to buy that sort of thing. In enameled ware you should push all lines, using window trims to help you.

Go To Market This Month.

China and crockery will be a strong September seller. What would be the matter with a window trim of ten-cent china?

Push all-the-year toys during both August and September to show that you will be headquarters for Christmas goods—also, to get the big profits.

Incidentally, let us say one of your biggest duties for August—for September, anyway—is not in your store. It is to go to market.

You ought to be making plans right now for your holiday trade. We confidently believe the Christmas season for 1912 will be above the normal. Many have been thinking that on account of the campaign and other causes it likely would be an off year. All the indications right now point to exactly the opposite condition. The best way to get ready for this big trade is to take a trip to market and see the goods.—Butler Way.

The Other Side.

While they waited on the corner for their car the alderman inquired of the insurance man:

"I suppose you know a good many lawyers?"

"Yes, quite a number," was the reply.

"Can you recommend one that won't sell me out?"

"I don't know of one that would do such a thing."

"I have none too much confidence in them; but I'll take your word for it."

"Got a suit on hand, eh?"

"I have. You have probably seen how the Daily Kick has pitched into me?"

"Yes, it's been rather rough on you."

"It's gone beyond that. Seen a copy this morning?"

"Hadn't time to read it. More abuse?"

"It charges me with grafting on the Ninth street sewer. The limit has been reached. I must sue for libel and damages. I must think of my family. What lawyer do you recommend?"

"Not any, as yet. You are right in thinking of your family. Think for a day or two more before beginning a suit."

"Um!"

"In fact, think for a week or two more."

"Um! For what reason?"

"In case of a suit the Daily Kick may be able to prove its charges, and then what about your family?"

"Um! Um!" coughed the alderman and there was silence for a moment before he added:

"What do you think of a third presidential ticket in the field?"

A man is never in love with a girl unless he feels like making a fool of himself.

Come To Stay.

Doris was radiant over a recent addition to the family, and rushed out of the house to tell the news to a passing neighbor.

"Oh, you don't know what we've got upstairs!"

"What is it?"

"It's a new baby brother!" and she settled back upon her heels and folded her hands to watch the effect.

"You don't say so! Is he going to stay?"

"I guess so"—very thoughtfully. "He's got his things off."

Just What He Needed.

Daisy—You remember that gentleman you introduced me to at the reception last night?

Kitty—Yes.

Daisy—After hearing me sing he said he would give anything if he had my voice.

Kitty—Well, I don't doubt it. He is an auctioneer.

Good Aim.

"I met your father last evening, and spoke to him about our being married."

"Did he strike you favorably?"

"Well, not exactly favorably, but rather accurately."

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Corl, Knott & Co., Ltd.
 Corner Commerce Ave. and Island St.
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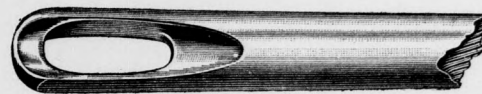
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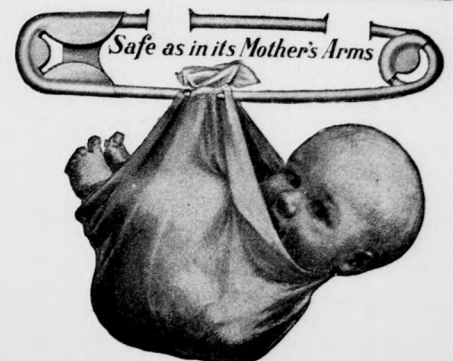
Large Round Eyes
 Put up in Attractive Wrappers
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Write to your jobber for samples and prices



THE JUNIOR PARTNER.

How He Achieved Commanding Position in the House.

"Before I had finished high school, necessity compelled me to work for a living. My mother was a widow and I had younger brothers and sisters; thus my dream of a college education never came true. I have always regretted this; yet I am not sure I should have come off any better in business had I taken a university course. Broadness of vision is the chief advantage college gives a man destined for business—and somehow I came into that naturally. The main, underlying reason for commercial or individual failure is a narrow outlook upon the factors that make success. A man can not control those factors unless he sees them distinctly, and he can not see them when he is down in a mental hollow."

The junior partner was speaking. Technically he is not a partner but a stockholder in a big department store that does a wholesale business as well and conducts a dozen manufacturing enterprises. He is one of the four controlling members of the corporation. Yet his associates speak of him familiarly as the "Junior Partner." Although not far advanced in his thirties he is worth—well, at a guess, perhaps a quarter of a million. For the last ten years he has been the executive in charge of the "organization." If you do not know what that means the narrative of the junior partner will open up for you a veritable fairyland in the business field. The man who plays skillfully on the keys of an organization can work astonishing magic in the profit and loss account.

"I was about 16," he went on, "when I entered the employ of our establishment. The store then had less than one-tenth of the floor-space we now occupy. Since that time the city has doubled in population, while our volume of sales has grown 800 per cent. You see, therefore, we have gained more than a mere natural increment. Moreover, our business has been severely competitive; we have not walked up by violating any equity that the people at large have in life. I hold this to be a test of true success."

"It was several years, however, before I began to see things as I do now. I was really in a mental hole up to the time I was 23. It is singular that so many men stay in an intellectual swamp all their lives when—if they took the trouble to look closely at the things about them—they could not fail to see why their business concerns were butting them into the ditch."

McNulty's Business Methods.

"I'd like to say, in the first place, that a business organization, as we understand it here in our own undertakings, is not a mere list of officials. I am going to tell you briefly what it is. Nor is it necessary to have a big store or huge factory in order to have an organization. One of the best organizations I know is in a little retail store that has five

clerks. Since the store was acquired by a man with a vision, the business has got out of the mire and is tackling the mountainside. I expect to see a hundred clerks in that business some day.

"When I had been a stockboy perhaps a month a new youth was taken into my department and I was told to instruct him in his duties. This I proceeded to do; but that night I received a profane lecture from an older stockboy, whom we knew disrespectfully as 'Freckled Squint.' He was a coarse, illiterate lad, of a class that I refuse at the present time to have in the store; but in those days he was a fair type. If you were sailing a ship you would not throw out a lot of little anchors to drag on the bottom and impede your progress; but every employe of this sort drags on the business.

"I seen you showin' that new kid how to do things," said Freckled Squint threateningly. "Don't you know you're cuttin' your own throat? If you learn the new kid he'll get your job away from you. Never learn nobody nothin'! That ain't 'the way to play the game. Just learn yourself. Then the old man can't fire you, 'cause there won't be nobody 'cept you to handle stock. See?"

"Since I lacked the broader vision, this argument had some effect on me. For a time I let the newcomers alone as much as I could. You know this is the spirit that pervades many a business house to-day; it is one of those vicious undercurrents that often get into an organization. The man who refuses to train an understudy for fear of losing his own job is the kind who stays in one job until his shoulders hump up and his chin sinks in. On the other hand, the modern successful business tells its men that they can not expect advancement until they have trained others to do their work. The very foundation of a successful organization lies in the training of competent workers.

"I was knocked round the various stockrooms for two or three years, earning six or eight dollars a week, and finally landed down in the basement, in the delivery department. Here I stayed two years longer. I still lacked the ability to break through the brainfog that shut me in closely. I was surrounded by narrow-minded men, who influenced me the wrong way. I was as ignorant of the eternal truths of business as a child is of economics. Economics, by the way, make up the broad science of business. The universities are teaching this science now; and the men who come forth thus fortified—if they do not have their heads too high in the air—are the ones who have the mental attitude to succeed.

"In a few minutes I'll try to make this perfectly concrete to you; but for the moment I want to go along with my story. In the delivery department my foggy outlook began to clear away slowly. A delivery department is the one place in a store where the condition of the whole organization is best reflected. Here all

the incompetence and unwillingness of our force was strongly felt. We were constantly in hot water over the mistakes upstairs—misdirected parcels, illegible handwriting, mixed purchases, and so on. In addition, the blunders and indifference of the delivery department itself added to our woes. I began to see that something was vitally wrong with the management or these things would not happen.

"Up to that point our business had grown chiefly because the opportunity forced it. The markets crowded upon us; the city was obliged to have goods. Opportunity will build a business sometimes up to a certain point; then the trade will stop crowding and seek other channels of outlet. Our store had reached that point, as I learned afterward. The business had stood still for a year, and was now sliding backward. The weight of an incompetent organization—one that almost wholly lacked the selling uplift—was swamping it.

"A temporary emergency in the notion department resulted in my going there as a clerk. This advancement, however, was not the result of any plan, but was mere chance. You see, chance plays something of a part in these things; but too often chance operates the wrong way—the incapable men are advanced, while the good ones remain submerged.

"Adjacent to the counter where I worked was a section of the toilet-goods division. The girls there were much over-worked and underpaid, and the things they said about the management—when the management was not within hearing—were at least picturesque. If employers could always know what the workers are saying about them, and doing, an illuminating ray would be thrown on a most important problem of organization—the handling of employes.

"The head of stock in the toilet goods was a girl whose name, if I recollect right, was Birdie McNulty. She was a fair sample of an employe advanced without logical cause. She

was sugar-coated, but bitter within. When any one with authority approached, Birdie assumed an ethereal sweetness; but, in truth, she was a most pernicious talker and very active in setting harmful currents in motion. Yet she had ample cause for her grouch. It was the most natural thing in the world, and Birdie was human. You can not build an organization and overlook human nature.

"One day a morning newspaper had an article in its beauty column advocating the use of a facebrush with bristles of a certain material. A brisk demand sprang up that day for brushes of this sort, but there was not one in stock. 'If the old man was wise to it,' remarked Birdie to me with a wink, 'he'd get in a lot of these brushes on the double-quick! I could have sold a hundred of them to-day—but you can bet your last cent I'll never tell him.'

"It was evident, you see, that the toilet-goods section was not paying as well as it might, and never would so long as Birdie McNulty and her satellites were there—and so long as the 'old man' was in charge of it. This old man was the department manager; in reality he was a young snip of a chap who clapped his hands loudly at the girls and went about like a peacock. Everybody hated him and he hated everybody. You see, he was getting only a hundred and twenty-five dollars a month and was always looking for a better job, which he could not find.

"Well, I've told you this incident of the face brushes merely because it was a typical one. Birdie McNulty, you see, had a concrete selling idea, but she kept it carefully concealed. She knew how the store might sell a certain lot of goods, but the store never had the advantage of her knowledge. This was happening right along all through the establishment. Every day a thousand forces were operating within our own organization to hold the business down and counteract a thousand outside

FOOTE & JENKS' COLEMAN'S (BRAND)

Terpeneless Lemon and High Class Vanilla

Insist on getting Coleman's Extracts from your jobbing grocer, or mail order direct to
FOOTE & JENKS, Jackson, Mich.

FLEISCHMANN'S YEAST is to-day sold by thousands of grocers, who realize the advantage of pleasing their customers and at the same time making a good profit from the goods they sell. If you are not selling it now, Mr. Grocer, let us suggest that you fall into line. You won't regret it. 🍷 🍷 🍷 🍷 🍷

forces that were struggling to make it grow.

"The singular part of this situation, as I look back upon it, lay in the fact that it existed without the proprietors of the business knowing it. However, the same situation exists to-day in many a business. The poor organization is the one that does not get the knowledge and ability of the men and women who compose it. The greatest thing in business, as I look at it, is the organization that works shoulder to shoulder to boost things along."

Rags and a Rocking-Chair.

"From the notion department I was shifted to the groceries, then to the dress goods, then to the furniture. All these changes were made on the mere exigencies of the moment. My special qualifications for these jobs were never considered. Throughout the store the clerks were being sent here and there aimlessly, without ever a thought that the changes might or might not develop them and help the business accordingly.

"One day, in the furniture department, a clerk nicknamed 'Rags' set me thinking seriously. A customer asked him for a high-backed rocking-chair, such as he knew very well we had in stock; but he had just had a rumpus with another customer and was in a disagreeable mood. 'We're out of them sort o' rockers,' he said, and turned away. The customer departed and, no doubt, bought the chair elsewhere. Eight dollars had walked into the store and walked out again, but the high-backed chair remained; it represented a profit that the store might have had very easily—but didn't.

"Rags was getting a salary of twelve dollars a week; this, too, was my own salary. That evening, at home, I tried some original calculations; and these really formed the basis of a sweeping revolution in our organization. It didn't come, however, until quite a while afterward.

"My daily sales were not averaging more than fifty dollars. I had heard that the firm expected a net profit of 20 per cent., at least, on the goods in my department; so, if I sold fifty dollars' worth of goods in a day the net profit was ten dollars. Part of the selling expense, of course, was my wages of two dollars for the day.

"Then I assumed a hypothetical case. Suppose, I reasoned, that I should sell one hundred dollars' worth of furniture a day—how much could the store afford to pay me and still retain a reasonable increase of profit from my greater sales?

"This problem, you see, was a highly technical one, involving a lot of cost figures that I didn't possess. I'm not going into it here, except to state results. Every evening for a week I floundered in a maze of figures, filling all the loose paper I could find at my home. My mother remarked that perhaps I was losing my mind—but I wasn't. On the contrary, I was just coming into that wide, keen vision that was destined to show the way to success. Sometimes an employe becomes broader than his boss; that's the best time to hunt a new job.

"Unable to reach a definite answer I took my puzzle to the chief accountant at the store, with whom I had a slight acquaintance. He laughed at first; but, as he glanced through my crude calculations, he caught a glimmer himself of the light that was trying to penetrate the cracks in my skull. He promised to solve the problem for me.

"The next day I was called to the office of the senior partner. He was a nervous, worried man at that time—Heaven knows he had enough to disturb his repose! He told me afterward that he used to get up in the middle of the night and go downstairs to let in the cat, wind the clock and do anything to keep himself from thinking. He didn't really know what it was that made him think all night long. Well, I'll tell you what it was. It was a whole aggregation of people like Freckled Squint, Birdie McNulty and Rags. They were bleeding his business to death.

"The senior partner looked at me curiously and invited me to sit down. Although I'd been in his store for years he didn't know me. Now that's a situation fit for a play! Introductions are very good things in business, even for senior partners.

"'What made you assume,' he asked, 'that a clerk now selling fifty dollars' worth of furniture a day could be expected in reason to sell one hundred dollars' worth?'

"Here was an opportunity to unburden myself of ideas that had been accumulating in my brain a long time.

"'Because,' I answered with some diffidence, 'I believe that most of the clerks in this store could sell a far greater volume if they worked under different conditions; many of them, I am sure, could sell double the volume.'

"'That is a broad assertion,' said the senior partner incredulously. 'Still, if you could demonstrate it to be true it would mean a great deal of money to us.' Here he picked up a sheet of paper on which the chief accountant had worked out my problem. 'I'm afraid,' he continued, 'these calculations are quite theoretical, however interesting.'

"Then he showed me the figures. On the assumed basis of sales at one hundred dollars a day the house could afford to pay me twenty dollars a week. Even though it paid me this additional wage of a dollar thirty-three and a third cents a day, it would earn for itself an increased net profit of eight dollars a day."

Furniture Department Put on Oxygen.

"'Well,' said I, 'the figures may be theoretical at present, but I'm willing to demonstrate their practicability if I can. If the house will pay me a salary based on these calculations I'll do my best to sell a hundred dollars' worth of furniture a day.'

"We had a long talk—the senior partner and I—during which I told him some of the things that had happened in the store. If the average proprietor could get his employes to

talk to him frankly many a business would take a new spurt. I mentioned no names, but I gave the senior partner a rare glimpse back of the scenes. The result was an agreement whereby my salary was re-adjusted on the basis I had suggested.

"It is wonderful what a definite incentive will do to the right sort of man. From that day I became alert for selling ideas and keen for customers. I improved my personal appearance and atmosphere. I reached out for the dollars and dragged them into the store.

"I'll be brief, for I'm not talking on the art of selling goods, but on that bigger thing—organization. I wish merely to touch on some of the things I did, for they led to important organization policies. Our furniture department had been something of a dead proposition. We had a good stock, but we lacked the quality I call 'punch.' We had row after row of polished chairs, long lines of shining tables, aisles bordered by stiff chiffoniers, and the like. To a certain extent this was unavoidable; still, when a merchant has a stock that lacks life of itself, he should use the oxygen treatment upon it. If necessary, he must use artificial respiration until it breathes. A successful business, like a successful book, must have a peculiar faculty of gripping the human mind. If you punch a man in the side when you pass him on the street he'll stop short; so, if you punch a customer with a selling idea he'll slow down in his race for your competitor's store and shy round into yours.

"I was engaged to a college girl, and the first thing I did was to enlist her help. She came down to the store and together we fitted up a college girl's room as a floor display. When we were through with it the thing was worth coming miles to see. Then our advertising man came up and talked with me, and the next day our advertisement in the morning papers had a new flavor. Instead of inviting the public to come in and inspect

cheerless rows of lifeless furniture it had an air of mystery and motion about it.

"Well, we had model living rooms, efficiency kitchens, bachelor dens and drawing rooms; one week we showed a room furnished complete for fifty dollars; the next week one that would cost a hundred; then one requiring two hundred. We had a 'Blue Room,' modeled after the one at the White House, and a reproduction of the circular office of the nation's president. You see, it is possible to do a lot of things to sell goods if the men who sell them will unlock their ideas. I have just given you a glimpse, however, of the way we punched up the people and got them coming. There wasn't a week that I didn't originate at least one selling idea—and the senior partner backed me up all through.

"For two or three weeks I fell short of my hundred dollars; then on several days I scored. Suddenly I went over a hundred. Our furniture sales picked up in a remarkable manner. For a month I averaged a hundred and fifty dollars a day. During the whole year I sold over forty thousand dollars' worth, or a daily average of about a hundred and thirty-three dollars. This was a third more than my agreement required, and the firm paid me twenty-five dollars a week for the entire year.

"Meanwhile the other furniture clerks had been taken into the game—all except Rags. You'll always find a few men in every organization who'll fail to respond to the hypodermic needle. The senior partner did not like to fire Rags, because he had been there a long time and had twin babies at home; but there was a job vacant down in the sub-basement.

"My experiment had been the subject of a great deal of discussion among the higher executives. On numerous occasions I was called to the office during these talks and given an opportunity to take part. One day the senior partner said to me:

"You have opened up extraordin-

Good Things to Eat

Williams

Jams Jellies Preserves Mustards

Fruit Butters Vinegars Catsup

Table Sauces Pork and Beans

Pickles—OF COURSE

HIGH GRADE FOOD PRODUCTS

Made "Williams Way"



Mr. Pickle of Michigan

THE WILLIAMS BROS. CO. of Detroit

(Williams Square)

Pick the Pickle from Michigan

ary possibilities, young man; and, since you have demonstrated these possibilities in the furniture department, we are going to give you a broader field. We have created a new executive job, and hereafter your title will be Organization Manager. Your duties, in short, will be to get better results from the human material in this business. In order to do that, you are to work out your own ideas.

"So, at 24, I was given a desk and a salary of a hundred and fifty dollars a month. It was a huge and endless task I began—but it meant the redemption of the business.

"At first I had not much of a plan. It is easy to talk grandiloquently about one's organization, but to make that organization stand for anything definite is a different proposition. Once I spent half a day with a friend who was stage manager for a forthcoming spectacular musical show. I stood in the empty pit of the theater and watched the first rehearsals. The thing was all a jumble. Afterward I saw the finished production, in which each person knew his or her part; and the whole moved like an automatic machine. I know a great many business houses to-day that are only rehearsing. Their organizations are mere jumbles, in which few of the actors know the right steps or figures. Worst of all, their stage managers do not know the turkey-trot from the manual of arms.

"You see, I was the stage manager of our business. It was not up to me to advertise the show, or take in the money, or look after the properties. My part was to see that the actors performed their evolutions properly. So, instead of beginning with the whole big mixup, I resolved to start with one department. I selected the notions.

"First, I secured a list of all clerks at the notion counters; and then, one by one, I sent for them and had a five minutes' talk with each at my desk. My purpose was two-fold—I wanted to study the clerks at first hand and I wanted to get all the ideas they could give me."

When the System Began To Work.

"A few of them, I discovered, were not made of the material I wanted. A good stage manager picks his graceful dancers and retires the awkward squad. In the badly managed business the awkward squad is often the larger element. Almost everywhere I go I see men and women out of place in their jobs. Once a young man applied to me for a position as elevator conductor in our store. He had worked three years in that capacity in a large wholesale establishment, I was struck with his pleasant atmosphere, and his clear, convincing manner of talking. 'You don't belong in an elevator,' I told him, and gave him a salesman's job in the shoe department. To-day he is the manager there. The wholesale house might have made a high-class salesman of him, but it kept him out of the running and, I have no doubt, sent out more than one road man who ought to have been in an elevator. In build-

ing an organization the thing to do first is to pick your raw material intelligently and put that material where it can do its best work. I recall one young woman, in particular, whom I discovered through my talks with the clerks in the notions. Her atmosphere was particularly agreeable and she had qualities, it seemed to me, that fitted her for work that was more productive. So I transferred her to the infant-wear section, where she was called on to meet a high-class trade. Before long she was made head of stock and raised that section to a plane never before attained.

"I'm talking just now about the notions, however. I picked a new manager for that department and spent a day or two talking to him. I showed him in detail what I had done in the furniture and I told him we could accomplish as much in the notions. I put the thing up to him absolutely, and promised him a bonus that amounted to an increase of a 100 per cent. in his salary if he brought the volume of sales up to the standard I fixed. All the clerks in the notion section, also, were put on a premium system.

"I have not time to tell you in detail what this young chap did. By simplifying his arrangement of stock and making it follow an invariable rule, he did away with a tremendous loss of selling time; he made it possible for the same number of clerks to wait on 75 per cent. more customers. He and the advertising man, together, put over all kinds of selling ideas; and we sold that year 60 per cent. more notions than ever before.

"Next I took hold of the white goods; then groceries; then the stationery; then domestics—one by one I took up each of the separate activities of the store and I made it dance gracefully. In charge of each I put a competent dancing-master, and I quickened the music of the whole production. I made each department head responsible for the men and women under him; showed him how to develop them, and mapped out a system by which every employe had definite and ironclad duties. You know how a flagman automatically drops off the rear of a train when it is blocked. Well, my idea was to have a railroad's scheme of organization all through.

"In the course of time I extended my work to our wholesale establishment and to our manufacturing enterprises. In the latter I found just as many opportunities for betterment as in the selling branches of the business. The right organization in a factory will quicken production immensely and cut down expenses and costs. For example, I said to one superintendent: 'You must cut the unit cost of this number nine piece from eleven to six cents.' That was a radical order. On the fact of it, it seemed impossible; but the superintendent had developed an organization under him, and when the problem was studied by intelligent men a machine was perfected by which the cost of making this piece of apparel

was reduced to five cents, and subsequently to three. On another occasion, when a similar order was given, a folding machine was invented almost immediately that accomplished the necessary result. If you have the right men in your organization and develop them properly they will work magic for you when you wave your wand.

"At the beginning, however, I found the same story all through our business—no well-defined policies; lack of the right human material; want of incentive, and a woful need of initiative. In the wholesale house, for instance, the manager of the garment department belonged to a school of business twenty years out of date. He had not got the modern viewpoint—the 'furniture viewpoint,' as our senior partner expressed it. I tried faithfully to make him see things as I saw them; but for a week I made no impression. Then I said to him: 'If you get the spirit of winning into your men you can easily sell 30 per cent. more stuff than you sold last year. We will give you what new blood you need and we will pay you and your men what you earn; but if you fail to sell the extra 30 per cent.—well, in that event you automatically fire yourself.' In his case I put the proposition unusually strong.

"Well, sir, he woke up; his coat-tails did some lively stunts about our mercantile stage. He acquired the mental attitude, forgot his traditions and went over the mark I set for him; but he did not do it alone—if he had not organized his men for the effort he would not have done it. It is the men who work for you that do the thing very often."

Organization—A Fine Art.

"In the flannels we had been disgraced deeply in the mire of incompetence. I put in a new manager because there was no hope for the old one. There isn't any use trying to make a clubfooted man toe out. The new manager demonstrated my theory that if you set a reasonable goal for a man to attain, and set the right

man at the task, he will achieve it nine times out of ten, no matter if he sells only batts, waddings and burlap. One thing this new manager did was to sell four times as many steamer rugs as we had ever sold. He did this by clever ideas in featuring.

"It was really astonishing how the different departments responded as I touched the keys of organization. The silks, laces, cloths, prints, carpets, hosiery, books—all the departments, in fact—got into line; so each of them began to show results from 10 to 100 per cent. better than formerly. Yet, in reality, it was a logical result. When you improve the ingredients that go into the soup you make better soup!

"The actual improvement of the ingredients of our organization, however, was a patient, laborious process. As I have shown you, I first surrounded myself with a lot of department heads whom I imbued with the broader vision. I gave each the incentive to originate selling ideas and short cuts in expense. Each had his goal set for him—his expected volume of sales. Its attainment meant a much larger individual bonus than if he fell short. And in order to knit all the departments together, and make each manager interested in the welfare of all the departments as well as of his own, we offered in addition a general bonus. This we divided equally among all the department heads. It was based on the total net profits of the house.

"Thus each of these managers became the head of a little world of his own. He was, in effect, the organization manager of that minor world. It was his duty to make detailed reports to me concerning each worker. In my office we kept a card-index system, showing the monthly sales, clerk by clerk; but that was not all. Each department had a suggestion box, into which any employe could drop a written slip, bearing a definite idea by means of which more goods might be sold or methods improved. Every idea accepted was credited to the em-

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The Pleasure Place of Grand Rapids

Bigger, Better, Brighter than Ever
Always a First-class Refined Vaudeville Show

Dancing every evening except Sundays in the carefully conducted Ramona Dancing Academy.

Everything popular priced.

ploye furnishing it; and not only was a cash payment made in return, but the number of ideas supplied by each clerk became a matter of record. Advancements were made for cause, not through personal favoritism. Please observe that this plan was designed to give us human material vastly more profitable than Birdie McNulty!

"The ideas that remain on ice in the brains of the average business will surprise you if you get the sawdust cleared away. Some business men try to club out the ideas with a bludgeon, but the modern organization manager gets them coming naturally."

A Member of the Firm.

"Of course we extended our premium or bonus system down through the ranks. When you go to a store to buy butter you have to pay for quality; but a lot of business men think they can get creamery-brand labor on a butterine basis. You can make a horse pull by sitting behind him and swearing, and you can make a dog crawl to you on his belly; but the men who can sell the most goods for you are not built that way.

"In order to train our people in the broader habits of thinking and doing we established a school on an upper floor of our store where we had graded lectures on management; here, too, we taught our clerks the essential things about goods. You know that in many business establishments the chief weakness lies in the sales force. The goods may have all sorts of fine qualities, but if the salesman is not able to talk intelligently the initiative of the factory is largely wasted. So, too, is the splendid selling machinery, one often sees in establishments where the human element is 'way below par. I often think of this when I go into business houses and see the fine buildings, the attractive fixtures, the smooth-running elevators—and the human organization that is not half organized.

"One of my greatest troubles lay in the difficulty I found in recruiting department heads who were broad enough to see all these things. So I adopted what I called the 'travel plan.' Men who travel much—provided they have the right foundation—get above the commercial level; but the sort of travel I gave these young chaps required no railroad fare. Whenever any department developed a man to the point where he promised well as an executive I started him going. I gave him a month, say, in the linens; then another month in the curtains; then two or three weeks in the washgoods; then a week in the sporting goods. I fixed up several courses that covered periods ranging up to two years, finishing with the different departments of the office. Wherever the future executives were sent they did plebeian work alongside the regular workers. They understood what the scheme was, and almost without exception they took hold vigorously. One of those chaps today frequently goes into a department that is utterly strange to him and within a week recommends improvements that mean larger sales or re-

duction of cost. It is the travel viewpoint, you see. If only you have a definite policy of developing men it will work out every time.

"Thus we always had ample material from which to draw our department heads; and from our department heads we now draw the men we take into the business.

"As for myself, I was taken into the corporation the year after I became organization manager. On the eve of my wedding the senior partner called me to his office and gave me a check for a thousand dollars. 'This,' he said, 'is a gift from the house.' Then he handed me a hundred shares of stock. 'But these,' he went on, 'you will have to pay for. We are going to charge you with ten thousand dollars and interest on that sum at 6 per cent. Then we will credit you with the profits on your stock, and you can settle the debt in that way. The bigger you make the profits the sooner the indebtedness will be canceled. If at any time you should wish to dispose of the stock you must sell it back to us.'

"In less than three years I had cleaned up my block of stock and was charged with another block—this time forty thousand! Our remodeled organization was now piling up astounding results; we were making money so fast that it dazed us. Expansion was imperative and we put up a new building. In our greater business I was allowed a liberal share. My partners advanced the cash and I gave them my note. This note is now paid in full. In a way, my interest in the business was given to me; but in reality I earned it.

"About twenty men have followed in my footsteps, although some of them are small holders of stock. Every one we take in is a picked man.

Nor is there any element of mere friendship in this policy of giving our best executives an interest in the business. We do it because it pays big dividends. It brings out the merchandising and manufacturing genius of the organization. The average partnership, you know, is a wretched aggregation of men drawn together through chance or acquaintance. In our establishment no man is ever admitted who has not proved himself in advance—after we have applied our own particular brand of development.

"Our latest arrival is a young man who started ten years ago as an umbrella checker in the main vestibule. One day, through the suggestion box, I received a selling idea from this boy. He proposed that on rainy days we have a special window display, devoted to wet-weather goods. Thereafter we kept a section of a window that could be transformed quickly to meet weather conditions. We materially helped our sales of umbrellas, raincoats, and the like.

"This boy we promoted for his alertness. It was not long before we heard from him again. We kept on hearing and he kept on going up. We have had hundreds of such instances. You see now what I mean by the term 'organization.' It is the organized effort of the best men and women we can get hold of. It is the effort they put forth—not for the store primarily, but for themselves.

"There is no way to get this organized effort except to go after it. The nation is full of ten-dollar clerks who offer splendid material for business organizations. There is an amazing opportunity for ten-dollar clerks who will get hold of a mental scaling-ladder and climb on top of the wall—where they can see over!"—Edward Mott Woolley in Saturday Evening Post.

Chicago must be growing in grace or it may be the high cost of living, but anyway its beer consumption fell off 35,000 barrels last year. If the Windy City is growing better that would account for the falling off, but it may be that the residents of the breezy city on Lake Michigan are economizing. The fact that there was a decline also in the sale of internal revenue stamps, and an increase in the sale of oleomargarine stamps would support the latter theory. Some dealers say Chicago is drinking buttermilk instead of beer. If so, there should be a decrease in the death rate, for eminent scientists declare that buttermilk kills germs in the human system and prolongs life.

Have you any bed bugs you would like to dispose of? If so, send them to G. M. Zimmer, Superintendent of the United States Agricultural Experiment Station at Vienne, Va. He will pay five cents for each bed bug up to \$5 worth. Most people are willing to give bed bugs away, but here is a grand chance to make money. Mr. Zimmer can't get enough of the cimex tecturarius for his experiments. He wants to set them at work exterminating another insect which is destroying an orchard on the Government farm, and Virginians do not seem to be able to furnish enough bed bugs for his purpose. He wants them alive, and will pay the highest market prices.

When a man can buy a suit of clothes for 10 cents he is not particular about the cut or style. An Illinois merchant dug up more than 100 old suits in his store that were a little out of date, but made of good material. He advertised a sale at 10 cents each, and 500 men and women besieged the store, nearly tearing it down in their efforts to make a purchase.

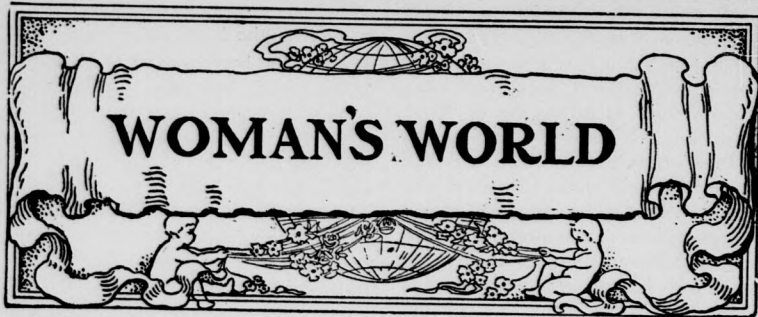
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HAND SAPOLIO is a special toilet soap—superior to any other in countless ways—delicate enough for the baby's skin, and capable of removing any stain.

Costs the dealer the same as regular SAPOLIO, but should be sold at 10 cents per cake.



Matchmaking—From a Girl's Point of View.

Written for the Tradesman.

Dearest Rosalie: You are ever my refuge in time of trouble. Truly this is a time of trouble with me, for I am in great doubt and perplexity, and I long to tell you all about it.

Aunt Mildred wants me to say "Yes," and is all the time telling me the many advantages that she sees and urging me "not to stand in my own light" and "neglect my own interests." She insists that any sensible girl would jump at such a chance. Forty times a day I am admonished of his kind and considerate disposition, of the excellence of his family—the Gilmans have the bluest blood in town Auntie declares—and at least seventy-five times every twenty-four hours she reminds me that Mr. Gilman Senior—Clarence's father—is wealthy, and that as Clarence is an only child it will be his some day.

She thinks I'm foolish—"wickedly foolish," she frankly tells me—to hesitate a moment. Not every girl is given the opportunity to have as fine a house as there is in town, servants, an auto, a trip to Florida every winter, and such a husband as Clarence Gilman will make into the bargain, she declares.

She tells me she is advising me just as Papa and Mamma would if they were living. She makes light of it when I say I don't care for him and quotes to me the old saying that "When poverty comes in at the door love flies out at the window."

"It's absurd, Katharine, simply absurd," she says over and over again, "for a girl in your circumstances, who has to pound her bread and butter and clothes out of a typewriter, to so much as think of turning down such an offer. If you don't take Clarence Gilman, you deserve to live and die an old maid and be compelled to earn your own living all your life."

Sometimes she takes on a plaintive manner and says that she would feel different about it if she had money to leave me; but as it is, that if she could see me married and in a good home of my own, and in circumstances that would make me independent all my days, she could die happy. Auntie's health is very good and she's only forty-eight, so I hardly think there is great danger of her immediate demise, but that's the way she puts it.

She calls my ideas soulful and romantic and thinks that I ought to have more practical sense. It has been her observation that girls who will marry only for love either get husbands who are as poor as Job's turkey, or else never marry at all. In her estimation either fate is unspeakably bad. She told

me last night that I could like Clarence if I tried to.

But Rosalie dear, there's the trouble. I can't even like Clarence, and I've tried faithfully. His society bores me. He's so dull. He's had the best advantages—been to college and all that—but he's not a bit bright nor brainy. Time seems insufferably long when he is here. To think of spending my life with him—I can compare it to nothing else than an interminable journey over desert sands.

Rosalie, pity me, for I don't know what to do. Katherine.

Two Weeks Later.

Dearest Rosalie: I have taken arms against my sea of troubles and refused Clarence Gilman. I'll tell you what screwed my courage to the sticking point.

You must know that Aunt Mildred with all her excellent qualities is a matchmaker. There's no denying it. And I saw the dreadful results of some of her work. Two years ago Jimmy Dalton and Agnes Barrows were married. Agnes' mother and Aunt Mildred were close friends, so of course Auntie took it upon herself to look out for Agnes' future. She picked upon Jimmy as the most eligible unattached man in town, and then she set her snares to bring those two young souls together.

She succeeded. You know what a compelling way Aunt Mildred has, and she's so kind and pleasant that it's hard to resist her. Before they really knew what they were doing the wedding day was set.

They quarreled from the start, and ten days ago Agnes sued for divorce. At a reception I overheard two men talking about it, and one of them said jokingly, "I wonder if the lady who made the match will be on hand to pay the divorce lawyer." He meant Aunt Mildred. Of course he didn't know I could hear.

I considered that remark rather vulgar, but still I wonder if Aunt Mildred feels her responsibility for the wreck of those two lives.

I decided that her judgment as to my affairs was not to be followed when it was contrary to my own. I knew that if it really seemed more attractive to me to keep hanging away on my typewriter than to marry a rich young man who has nothing against him but his stupidity—certainly he could not be the right man for me. So I refused Clarence.

Think of me as scribbling dictations and thumbing them off on my machine, but not—not marrying that bore that Auntie selected for me.

With my heart's love, Katherine.

One Year Later.

My precious Rosalie: I have some happy news to tell you. I am engaged.

I want you should know Robert soon as ever you can. We met about a year ago—soon after I refused Clarence Gilman—and it was a case of mutual interest and admiration at first sight. Robert is a very steady and reliable fellow—I am glad I can say that—and he's bright and intelligent and has character. We are congenial in our tastes and sympathies.

We shall not be married for two or three years, until Robert is a little better established. Until then I shall keep on working. We are happy, happy, happy in the hope of a home together.

Aunt Mildred still believes I made the mistake of a lifetime when I turned down poor Clarence with his money. But I think of Agnes Barrows and I shudder. Poor deluded Aunt Millie. How can she, how can she? I never should dare. Who can fathom the mysteries of temperament so as to know who will make a congenial life companion for another? I never shall be guilty of the abominable sin of match-making. Katherine.

These letters show the subject of matchmaking from the point of view of youth—youth that is ever optimistic, egotistical and sure of its own wisdom. But is there not enough of truth in it to stay the hand of the woman who is possessed of an itching desire to arrange the lives of other people? The matchmaker usually means well, but takes no thought of the misery she may cause by urging a reluctant girl into a distasteful marriage. Truly fools rush in where angels fear to tread!

Quillo.

He Took One.

"In going on your vacation last month you took along a canoe," said the lawyer to the insurance man.

"I—I did," was the reply, with something like a groan.

"You were probably afloat a good share of the time?"

No reply in words, but another groan. "Did you find it much handier than a punt?"

"Oh, Lord!" was exclaimed.

"What's the matter—colic?"

"No—the canoe. Say—say—"

"Well?"

"After taking four days to make up my mind, I got into the blamed thing. I had the help of four men."

"And—and—"

"They rolled me on a barrel and pumped me out. They estimated it at a barrel and a half of lake water. Also estimated that I was at the bottom of the lake for two minutes."

"But you were not discouraged?"

"No. The next time I got all of a rod from shore before she turned turtle. Two barrels of water this time."

"Gaining on it, eh?"

"Slightly. The third time—"

"Yes? You are a brave man."

"The third time, I suppose she turned turtle again."

"You suppose! Don't you know?"

"No, I don't."

"That's funny."

"But L can't help it. When I came to for the third time my wife had given a man \$20 to accept the canoe, had settled the hotel bill, and had me home on a special train, and I was able to recognize her and the baby. Oh, yes; I took

the canoe along—of course, I took a canoe."

A Costly Dependent.

"Well, madam?"

"The allowance my husband makes me isn't enough."

"But, madam, we decided it was ample for your support and the support of the children."

"Yes, I know, judge, but I'll need as much more for the support of the automobile."

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FLOUR**

Makes the best Bread and Pastry

This is the reason why this brand of flour wins success for every dealer who recommends it.

Not only can you hold the old customers in line, but you can add new trade with Crescent Flour as the opening wedge.

The quality is splendid, it is always uniform, and each purchaser is protected by that iron-clad guarantee of absolute satisfaction.

Make Crescent Flour one of your trade pullers—recommend it to your discriminating customers.



**Voigt
Milling
Co.**

Grand Rapids
Mich.

THE NO-CREDIT STORE.

Success Depends on Kind of Goods Sold.

Written for the Tradesman.

"After the first of July," explained a provision dealer to his customer, a month or more ago, "there will be no books kept in this store. If I can't get the cash I will keep the goods."

"That is where you are making a mistake," insisted a customer. "The credit store is becoming the whole thing. Why, I can send to Chicago, to a firm which never heard of me, and get credit on a suit of clothes or the furniture for a house."

"Yes," added another customer, "and I can go across the street and do the same thing. I can get anything I want in this town on credit. If you go on a cash system you go backwards."

"Right you are," put in still another customer. "Why, I can buy a home on tick. All I have to do is to pay one month's rent in advance and get a land contract. The grocers are about the only people I know of who are changing to cash deals."

The merchant pointed to a filing case.

"You see those innocent looking little drawers?" he asked. "Well, they have cost me \$1,000 in a year. They hold accounts upward of \$1,000 which can never be collected."

"Oh, you'll charge the loss up to your cash customers," laughed one of the group.

"If there were no cash groceries in the city I might do that," grinned the dealer, "but, in order to do as you suggest, I should have to advance my prices, and that would never answer. Such a course would drive my best patrons away."

"Then be careful about trusting people," another suggested.

"Now, don't think that all the people who owe the bad bills are dishonest," replied the dealer. "Some of them have paid me hundreds of dollars. Most of them are honorable in every particular. The trouble is that they have had bad luck, or have not managed judiciously. One man who owes me nearly fifty dollars lost his wife and a daughter within a month. The undertaker and the doctor took all his savings. Then he was taken ill and could not work. What could I do? I kept on letting him have goods after I knew that he would not be able to pay for them for a long time, if ever. Now he has gone away, and the account is no good."

"But other credit houses don't have such troubles," urged another of the group. "If they do they say nothing of their troubles."

"You read of their troubles in the newspapers," said the grocer. "For some incomprehensible reason the laws of Michigan make every justice court and every sheriff's office a collection agency for these credit houses. The system costs the State thousands of dollars a year. When the laws are fixed so I can have a man arrested for not paying his grocery bill I'll sell on contract, too."

"That would be funny!" laughed a listener. "You would have to show that the contract of purchase was not yet fulfilled, and that the purchaser had, with intent to defraud, concealed the purchase or removed it from the State! Why not make a contract of your own and set a false pretense trap for people who do not pay? Most of the deadbeats lie to get credit. That would jail a few and teach the others a lesson."

"I can run my business without asking the State to collect my bills for me."

"If all the laws for the collection of debt were abolished," complained another, "the tax would be lower. Where is the use of the State going to the expense of sending an officer to California to bring back a man who beat an installment house out of a \$10 suit of clothes?"

"You can search me," replied the grocer. "The people who make the laws are influenced to pass some very foolish ones. It is of no benefit to a community to have a certain class of credit stores—especially stores where cheap furniture and shoddy clothing are sold on contract. There are honest men in the installment business, but in some cases the workingman who gets into the easy payment habit is in the same fix as a man who gets into the clutches of a loan shark. No, I don't want the State to guarantee my accounts. Me for the credit system after the first of July."

The first of July came and the grocer opened up his store with fear and trembling. He had advertised the change of system extensively, and had also advertised a few specials. His store was hung with placards warning buyers not to ask for credit.

He did not see how he was going to refuse credit to his old-time customers. It makes no difference what rules one makes, or how definitely the statement is made that there will be no exceptions, there are always those who think the rules do not mean them. It was one of these persons who gave the merchant an idea which proved of value.

It was a bright young woman, and she came swinging into the store with her purse in her hand. First she ordered about three dollars' worth of goods, but made no motion to pay for them. Finally she said:

"How much do we owe you?"

The grocer said it was \$10.

"You don't insist on payment today, do you?" was then asked.

"Why, of course not."

She opened her purse and took out \$3.

"Then I'll pay cash," she said. "I have the \$10 in here, but if I pay that bill I'll have to go to another store where I can get credit. I'll pay the bill at the rate of \$2 a week, and here's the first \$2. We shall have to live on \$8 the next week."

The grocer looked at the lady and laughed.

"You are loyal," he said, "and you have solved the problem. My cash system goes. All my old-time customers can let the present bill stand

and pay cash. I'll take chances on collecting in time."

"And it will be a good thing for lots of people, too," said the lady. "Don't you see that we will be \$2 a week ahead on it? And when we get the bill paid we'll not increase our expenses, either."

The cash grocery is still doing business without accumulating bad accounts, and the State is still doing the collecting for numerous firms which do business on the uneasy payment plan. Alfred B. Tozer.

The Instinctive Fear of Death.

Written for the Tradesman.

Upon a high cliff that over-looked the sea, a man stood. He was coatless and hatless. There was not a house, nor a human being within miles, and yet this man seemed not to be alone, so much was he a part of nature. He was, in fact, a great naturalist and he stood there thinking, dreaming, admiring the scene before him.

It was 9 o'clock on a summer day. The sea was calm and the sun's rays made it beautiful. In the distance could be seen the top of what appeared to be a small rock and the naturalist seemed to be observing the tip end of this rock, but, in fact, he was looking farther seaward, where there was something which looked like a tiny speck upon the surface of the sea.

The minutes passed. The tiny speck grew larger. Suddenly the naturalist became aware that it was a man and that he was alive and struggling to reach the shore.

Ten, twenty, thirty minutes passed, and the struggling man was within a few rods of the shore of safety; but his strength was failing, had failed.

The naturalist, high upon the cliff was powerless. He could offer no aid. All he could do was to watch, and as he watched, he was horrified to see come into the struggling man's eyes, as he sank, that fear, that terrifying fear of death.

A black cat had been killing chickens for a farmer. The cat did not seem to belong to anybody and the farmer decreed that the cat should die.

Taking his gun, one summer day, the farmer followed the cat into a small forest near his home and there shot it.

The farmer's aim was good, but the cat did not die immediately; and as the farmer stood looking down upon the dying cat, he was startled and never will forget, the fear—the instinctive fear of death—that came into the eyes of that dying animal.

A bird that had found means of entrance in the garret of a home was one day engaged in the peaceful occupation of building its nest therein, when it was suddenly surprised by the appearance of a boy and a cat.

The bird tried to make its escape, but finding its way of retreat shut off, it was soon engaged in a hopeless struggle for life; and as the boy watched the cat pursue the bird, he saw come into the eyes of the bird that fear—that instinctive fear of death.

A fly on a window pane was sunning himself. Near by stood a scientist, who was closely observing the fly, with the aid of powerful magnifying glass.

After a while, the scientist chased the fly into a corner from which it could not escape and began to threaten the fly's life, and as he closed his finger down upon the spot where the fly sat, he observed that fear, that instinctive fear, which haunts us all alike—the fear of death.

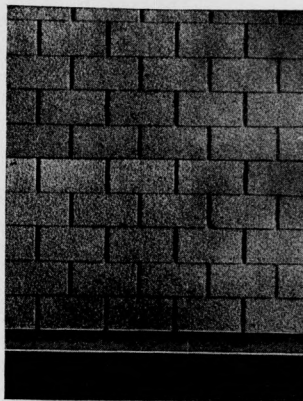
Benjamin Franklin Woodcox.

Soothing.

She—What was it the choir just sang?

He—From the appearance of the congregation, I think it must have been some kind of a lullaby.

REYNOLDS FLEXIBLE ASPHALT SLATE SHINGLES



Reynolds Slate Shingles After Five Years Wear



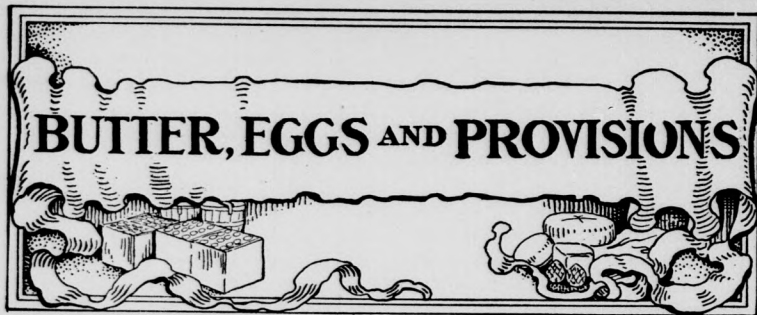
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H. M. REYNOLDS ASPHALT SHINGLE CO.
Original Manufacturer, GRAND RAPIDS, MICH.



How to Increase the Butter Supply.

Written for the Tradesman.

It is estimated by those in position to obtain the most complete statistics that there is produced in the United States each year a full billion pounds of butter. This is exclusive of oleomargarine and other butter substitutes and yet this enormous quantity of butter falls short 800,000,000 pounds of the amount required for eating and cooking purposes.

That this is a low estimate of the amount needed is seen when we figure out that only 20 lbs. a year is allowed for each person—less than one ounce a day. If we allow that infants and others who do not need or care at all for butter constitute one-ninth of our population, this would give a full ounce per day as the requirement of each person or 22½ lbs. a year—less than a half pound per week. The amount of butter actually produced is then but 55 per cent. of the amount needed according to this low estimate.

The ordinary family which does not continually stint itself in the use of butter will use nearer one pound a week for each person. That not more than one-fourth of this amount is actually used or can be obtained shows that there are a great many people in this country who are denied what was once considered the most common as well as one of the least expensive foods—plain bread and butter.

It is plainly evident that the time is fast approaching when not only working people in the cities will have to a large extent to forego the luxury of butter but farmers themselves will find the butter they manufacture too expensive for their own use. Even now there are dairy farms where the men who do the work never get a taste of butter produced on the farm, because there is none produced—no butter made. Milk and cream are bottled and shipped away, and in case butter can not be had of small farmers in the vicinity or at the nearest stores oleomargarine or process butter is purchased.

This looks very much like a violation of the commandment: "Thou shalt not muzzle the ox when he treadeth out the corn." But there are others beside dairymen who raise or manufacture for market what they themselves cannot afford.

While there is no prospect of ever again producing in this country all the butter normally needed, while the number of consumers increase faster than the butter supply increases, while the demand for milk and cream grows and curtails the possible manufacture of butter, while pasture acreages decrease and high prices of meats encourage raising beef cattle, still there is a pos-

sibility of increasing the supply of butter to a considerable extent.

The output of butter from the present number of dairy cattle could be increased by better care of the cows and also by the use of modern appliances in butter making. By the use of a cream separator at least ten per cent. more butter may be obtained from a given amount of milk than by the former method of raising cream in shallow pans. Better methods of farming will result in larger crops and thus permit the keeping of more cows to a given number of acres. Storing in silos will conserve the feeding value of various crops and still further aid in the same direction. Care in selecting breeding stock, additional care and feed in raising heifers for the dairy and prompt culling out of unprofitable cows so that all available feed and labor shall be expended upon those which yield best returns will also aid in increasing the butter supply.

Then comes the losses after butter is made. Eliminate the poor butter makers and butter will not become unfit for use between leaving the farm and reaching the city consumer if proper precautions are taken. This is now being done to a large extent by the establishment of creameries so that those who cannot or do not try to make good butter can sell the cream and still help to maintain the butter supply.

After all this has been done, or even now, it is up to those who buy and sell butter to do their best to stop other losses and help conserve the supply. One way in which this can be done is to push the sale of fibre butter boxes. Get farmers and dairymen to put up the butter in quantities just right to hand out to customers, and so do away with the mussy, wasteful method of dishing it out of crocks, spreading it over wood butter plates and plastering it down with wrapping paper.

E. E. Whitney.

Educational Circular Issued by Large Egg Handlers.

Dickerson Brothers, of Knoxville, Iowa, who operate over a considerable territory in Southern Iowa, have sent out the following communication to county papers in their territory. It has been quite generally used, and should do good:

"July, 1911, was the hottest on record, and while it may hardly be expected that we will have a repetition of such extreme and long-continued hot weather this year, the heat is affecting quality of eggs very fast, and we should like to offer some suggestions, which, if carried out, will, we believe, insure much better quality and more money for eggs and bet-

ter satisfaction to produce dealers, grocerymen and consumers.

"It is estimated that \$45,000,000 are lost yearly by carelessness in handling and marketing of eggs. The tendency to waste in unwise efforts at haste as well as the old-fashioned disregard for many of the possibilities open to the careful farmer should be eliminated with the new methods that are coming in use.

"Merchants have learned to compute breakage and other losses carefully and to crowd the waste in this direction down to a minimum. It is time farmers realized—some of this kind of economy and reduced the \$45,000,000 a year for unnecessary loss.

"Gather eggs twice or three times daily during hot weather. Keep in cave, cellar or cool, dry place, free from odors. Protect eggs from sun while bringing them to town. Market them twice each week if possible. Male birds should not be allowed with hens except for breeding purposes. After that period separate, kill or sell roosters, thus saving feed and improving the product and keeping quality. Some authorities claim hens lay more eggs when separated from male birds. We do not know whether that is a fact or not, but all authorities agree that infertile

eggs will keep a great deal longer than fertile eggs. We do know from experience that fertile eggs will not keep in hot weather as long as infertile eggs. We tested it out by placing fertile and infertile eggs in an incubator. Fertile eggs commenced to incubate in a few hours, and within forty-eight hours blood rings began to appear, which destroy the value so far as being fit for human food is concerned, and it is punishable under the pure food law to offer same for sale. Infertile eggs will stand the heat of an incubator three or four days before showing effect of heat or other defect."

All Kinds of
Feeds in Carlots
Mixed Cars a Specialty
Wykes & Co., Grand Rapids Mich.
State Agents Hammond Dairy Feed

**We want Butter, Eggs,
Veal and Poultry**
STROUP & WIERSUM
Successors to F. E. Stroup, Grand Rapids, Mich

— ESTABLISHED 1876 —
MOSELEY BROTHERS
WHOLESALE FRUITS AND PRODUCE
GRAND RAPIDS, MICH.

PEACOCK BRAND



Mild Cured
Hams and Bacon
100 per cent. Pure
All-leaf Lard



If you are not a customer and you want something that will please your customers and bring them back again drop a line to our nearest salesman.

Ludington, Mich., F. L. Bent
Grand Rapids, W. T. Irwin, 141 Lyon St. N. E.
Kalamazoo, H. J. Linsner, 911½ N. Burdick
Lansing, H. W. Garver, Hotel Wentworth
Adrian, G. W. Robnett, Hotel Maumee
Port Huron, C. B. Fenton, Harrington Hotel
Saginaw, W. C. Moeller, 1309 James Ave.
St. Johns, E. Marx, Steele Hotel

Write to-day

Cudahy Brothers Co.
Cudahy-Milwaukee

Successful Salesmanship Is Intelligent Salesmanship.

The person who sells merchandise these days must be a successful salesman. There is no room for any other class. Webster defines a salesman as "one whose occupation is to sell goods or merchandise." That is probably a good dictionary definition, but it does not cover the full scope of successful salesmanship.

Successful salesmanship is intelligent salesmanship and that means satisfied customers, which is the sole aim of every reputable retail firm. No matter how hard the head of a concern works, if the customer does not get intelligent service the store will be injured instead of building up a substantial patronage.

I am a firm believer in the schooling of salesmen. No matter what class of goods is handled, the persons in the selling end of the business must be thoroughly trained to know the policy of the house and must have a perfect knowledge of the stock before they can be classed as successful salesmen. The object of such training is to bring the policy of the firm to its customers through the sales force. Unless they carry out their instructions to the letter the patrons do not get the satisfactory service the store is trying to give them.

Test of Salesmanship.

I make it my business to be on the floor as much as possible; it is stimulating to the salesmen, and enables us to know their strong and weak points. Saturday is usually a busy day in all clothing stores, and that is when the true test of salesmanship comes. The rush is so great that we are compelled to put on extra salesmen.

Sometimes a man goes into a clothing store to buy a suit and the salesman, either because of lack of knowledge or through indifference, puts a wrong size on the customer, although the right size is there, and then persuade him to buy it. Such things may happen anywhere.

That is where so many salesmen make mistakes — they do not take enough interest in the customer, or they lack knowledge and training. If that customer purchases the ill fitting suit he will be dissatisfied and the store probably will lose a customer. That is why it requires intelligent service to make successful salesmen.

Must Be Judge of Human Nature.

A salesman above all else must be a good judge of human nature, capable of deciding at a glance the temperament and peculiarities of customers. He must know how to approach and how to talk to persons of every class. He must have confidence in his own ability and in the merchandise he is selling, otherwise he can not convey that confidence to his patrons.

He must avoid all arguments and must know what to say and when to say it. Some persons require a great deal of "selling talk"—others very little. A successful salesman knows intuitively when the psychological moment has arrived to close a sale. The

unsuccessful salesman keeps on talking and the customer goes away without buying.

A salesman should familiarize himself with his surroundings and know every detail of the stock he is handling. Otherwise he will not be in a position to show goods in an intelligent and satisfying manner.

He should meet his prospect pleasantly, look him straight in the eye, ascertain his wants as quickly as possible, and do everything he can to aid the buyer in making a judicious purchase. No matter how exacting a customer may be, he should be accorded the same courteous treatment given to one who buys quickly. Time spent in showing goods is never wasted, whether a sale results or not.

In our store we try to get men of the highest class as salesmen, men who have these qualities of mind. We are always willing to pay such men all they are worth. We want men who can serve our customers as well as serve us.

Forced Sales Never Pay.

The successful salesman never attempts to force a sale. It is bad business, and nine times in ten results in dissatisfaction for the customer. Many good sales and good customers have been lost forever to a house by the use of such methods.

Above all, a salesman should be honest and straightforward in all his dealings. Never misrepresent an article in order to make a sale. Look to the customer's interest first, last and all the time. Serving their interest best means serving your employer better. To be well served means to be well satisfied, and a satisfied customer is the upbuilder of business.

While it is probably true that the most successful salesmen in any line are those who start at the bottom and learn the business from the stock room up, I do not believe that is true in all cases. Not all good salesmen start at the bottom of the ladder. I have always contended that salesmen are born—not made.

If a salesman is successful in handling one line there is no question that he can make good in any other if he makes an intelligent study of it.

No successful firm can afford to hire inexperienced salesmen, for the simple reason that such men are not in a position to give the trade that intelligent service which is necessary, and which people demand and to which they are entitled.

L. F. Simon.

No Misrepresentation.

Summer Boarder—What's the cause of the scarcity of fresh corn and tomatoes around here?

Farmer—We advertised home cooking, didn't we?

Summer Boarder—Yes.

Farmer—Well, we're giving you canned vegetables, same as you're used to.

Looking Forward.

"Why don't you marry him, he is rich and old?"

"Old? He may live for ten years yet!"

"Marry him and do your own cooking."

Why Not Sell Flowers on the Market.

A fine display is made on the city market every morning of fruits and vegetables and garden truck. But there is one thing lacking. Why should not flowers be also among the things offered on the market? The market, of course, is not a retail institution. The ultimate consumer does not come in person to make his or her selections. The great bulk of the buying is done by the grocers, the hucksters and the commission men. If flowers were sold it would be to these and why should not the grocer and the huckster carry flowers as well as carrots and cabbage and potatoes? Bunches of seasonable flowers whether outdoor grown or greenhouse, attractively displayed, is it not likely they would sell at a margin that would yield a profit? There are half a dozen exclusive flower stores in the downtown district and they all seem to prosper, and often the department stores have flowers to sell. Coming in closer contact with the people could not the grocers and hucksters if they really tried work up enough trade in flowers to make it pay? In the great retail market in Washington many of the stalls have flowers to sell and flowers are often as much a part of the regular morning order from customers as vegetables or fruit. In the spring in this city the grocers and hucksters carry potted geraniums and other bedding plants and have no difficulty in selling them. With a little effort seasonable flowers that can be sold at moderate price, such as

sweet peas, asters, gladioli, dahlias and roses, might be handled and at a profit, both direct and through the trade it might draw. This would be to the advantage of the gardener as well as the dealer for it would be adding one more crop to the list of things to grow—a crop the women of the household or the children could look after.

A horse must be broken before he can be driven, but it is different with an automobile.

Rea & Witzig

PRODUCE
COMMISSION
MERCHANTS

104-106 West Market St.
Buffalo, N. Y.

Established 1873

Liberal shipments of Live Poultry wanted, and good prices are being obtained. Fresh eggs in active demand and will be wanted in liberal quantities from now on.

Dairy and Creamery Butter of all grades in demand. We solicit your consignments, and promise prompt returns.

Send for our weekly price current or wire for special quotations.

Refer you to Marine National Bank of Buffalo, all Commercial Agencies and to hundreds of shippers everywhere.

The Vinkemulder Company

JOBBERS AND SHIPPERS OF EVERYTHING IN

FRUITS AND PRODUCE

Grand Rapids, Mich.

Geo. Wager, Toledo, Ohio

Wholesale distributors of potatoes and other farm products in car loads only. We act as agents for the shipper.

Write for information.

SEEDS

WE CARRY A FULL LINE.
Can fill all orders PROMPTLY
and SATISFACTORILY. ♣ ♣

Grass, Clover, Agricultural and Garden Seeds

BROWN SEED CO., GRAND RAPIDS, MICH.

Spring Wheat---Flour and Feeds

Mixed Cars a Specialty

Reasonable Prices and Prompt Service

Michigan Agent for SUCRENE Feeds

ROY BAKER

Wm. Alden Smith Bldg.

Grand Rapids, Mich.



**Unusual Experiences of Shoemen—
Tony Collins' Story.**
Written for the Tradesman.
Chapter V.

"It is odd," said Tony Collins, "how one is now and then surprised by some unexpected whirl of the wheel. I was particular interested in McFarland's story of the old miser who bought his daughter thirty-six dollars' worth of footwear, when he didn't look like he was worth thirty cents. And I for one think our friend Mack was pretty neryv not to show the white feather when everything seemed to indicate that he was showing shoes to no purpose. I tell you fellows, the chap who's got the nerve is the lad who gets the business. When everybody's had his speil and you are prepared to get right down to brass brads, the thing that counts most is pure and unadulterated nerve.

"I got the idea driven in good and deep real early in my experience on the road. I started in with the Metz people, you know; and I've been with the concern sixteen years the first of the month. When I went with the Metz concern, old man Jacob Metz was the high calif. You knew old Jacob Metz, didn't you Courtland? Yes; I thought so; and he was as good as gold, wasn't he? Well this is the thing old Jacob said to me: 'Tony, the whole science of business of salesmanship consists of just two things: first approaching your man; second, staying with your man. In approaching your man you'll need tact, caution, wisdom—in other words, common sense—and common sense, Tony, is the only kind of sense that amounts to a d—. And in staying with your man all you need is nerve. I believe you've got sense enough to get at your party; and I think you can tell him things when you get him by the lapel of his coat and look into his eyes: the only question is, have you got nerve enough to hang on like a cockle-bur. I hope you have, Tony; and I'll be awfully disappointed in you if you haven't.'

"I have heard many a ginger talk since," continued Tony Collins, "but I have never heard anything that seemed to burrow down into my system like that little talk by old man Metz." And here Tony Collins paused to blow some fancy smoke-rings.

"But a man's nerve," observed Bud Williams, "is tested in a good many different ways."

"Right you are Williams," replied Tony Collins, "and that remark chimes in most beautifully with the little incident that I am going to relate. While I wasn't aware of the fact at

the time, it served as an unexpected test—and a very severe one, I assure you—of my nerve.

"It happened this way. We had a customer in Middletown who hadn't been treating us on the level. He wasn't pushing our goods, at all. It wasn't that the good weren't right; for they were; and it wasn't that our prices weren't right; for he himself admitted they were. The truth is he somehow seemed to like a rival house better than he did us, and he took just enough of our goods to keep other Middletown dealers away from our line. I transformed myself into a cockle-bur and tried to get myself duly annexed to our Middletown customer—but all to no purpose. It was written in the books that he should carry a kink in him to the end of the chapter. Therefore I began to rub it in on our Middletown customer good and hard. I told him that I had about reached the end of my tether; and that if he didn't hurry up and give us some business that was worth while, I'd let somebody have the line that would push it.

"I told the house what I proposed to do in the premises provided something didn't develop on a certain trip. And when I made Middletown I delivered my ultimatum. Nothing doing. So I went over to another shoe store—the next best shoe store in the town and tried to get them to consider our line—explaining exactly why I wanted to transfer it; but would you believe it, there was nothing doing. I talked myself hoarse. But all to no purpose. I couldn't get 'em to warm up to us a little bit. The two brothers who jointly owned and ran that store were a brace of veritable bone-heads from Boneville. You could no more introduce a new idea into their noodles than you could moisten the interior of a duck by pouring aqua pura on the back of the duck. What was I to do? There were only three shoe concerns in that blooming little town; and the third one was a precarious proposition. It was a little dinky, dingy shop, poorly equipped and badly located—being at least a square out of the best part of the town. And you know what that means in a little town or a large one. And the young fellow that owned the store was utterly inexperienced. But anyhow I decided to go around and have a look at him.

"He greeted me pleasantly. When I gave him my card, he said: 'Say, I'm awfully glad you came in. I've heard about your house; and I've wished I could handle your goods.' And when I asked him how he came

to know about us he gave me such an intelligent and incisive answer I began to think better of him.

"Of course I wasn't just then prepared to make him a proposition, but I sort o' called him out by asking how he was getting on, how much business he was doing, and what plans he had for the future. and then he surprised me some more. He told me that he had made up his mind to move down in down.

"But where?" I required, for I could think of no available location suited to his requirements.

"In old man Horner's grocery stand," he replied—and it almost took my breath.

"Where's old man Horner going?" I required.

"And then he told me that the big grocery across the street had bought him out, and that old man Horner was going to retire.

"Now Horner's Grocery was located next door to our customer, the biggest shoe store in town. It was really a better stand than that of the premier shoe concern, and commanded a higher rental.

"And then that fellow began to tell me how he was going to fit up his windows, install new fitments and fixtures, modern lighting appliances etc., till I fairly gasped; for I knew his rating was low and his inexperience vast; and I had been appraised of the brief time limit his competitors had given him. And yet I must say there was something convincing in the manner of him; and almost in

spite of myself, I found that he was sweeping me along in the current of his youthful enthusiasm; for he was a young fellow less than twenty-five years of age.

"Now," he said, 'I'll tell you why I'm so glad you came around to see me: I am going to put it straight up to you and your house. I like your line; and I am willing to push it to the limit—provided you are willing to make me the right sort of terms. You understand, of course, that I am going up against a big proposition. About all I have is nerve; but by jingoes! I'm strong on nerve. The question is: are you fellows game? Will you back me up? Will you give me a chance to show what I can do?'

"If I ever looked—or tried to look—right down into a man's soul," continued Tony, "I certainly did try to ferret out things in the depths of that young fellow's anatomy. What I saw convinced me. I picked him for a winner.

"And d' you know," concluded Tony, "I sold that youngster twenty-six hundred dollars worth of goods—and the very snappiest, up-to-date stuff we had?—more goods than I'd sold our customers there in three years. Yes, I did; and I wrote in to the house that this lad was the coming boy in Middletown, and anything he said went. And he made good. You bet he did. And he's still as loyal to the house as he was the day he took over our line. But I tell you," added Tony, "I was awfully shaky for

Our Olympic Elk



The best grade of elk leather and the extra good shoemaking make our Olympic Elk the best wearing and longest lived elk shoe on the market.

A wear test will prove this.

Order now.

Rindge, Kalmbach, Logie & Co., Ltd.
Grand Rapids, Mich.

awhile. You see his was a conservative old town—and I didn't know how they'd take to a fiery young fellow; but they took all right."

"It seems to me," said Archibald Courtland, "that was merely a lucky shot. You had far more chances of losing than you did winning on a youngster like that."

"To be sure," replied Tony. "That's only another way of putting my original proposition: the chap who's got the nerve is the lad who gets the business." Charles L. Garrison

Three Things Essential to Make a Profit.

I hold that it takes three things to make a profit.

You want a favorable expense account (that does not always mean a cheap expense account, but you want a favorable expense account.)

You want a good turn-over.

Above all, you need a right profit rate.

A short time ago I was told that a man was making money hand over fist; he was turning his stock eight times and he was making a wonderful lot of money. I took the trouble and time to investigate this particular case. I think it was a manufacturing-retail shoe store, and that the man had the advantage of drawing his stock every day from the factory. When I got at the facts, however, I found that in spite of that he only made about five and a half turn-overs.

It was given out that he was turning his stock eight and ten times a year, and that he was making about 27 per cent. I found that when his expenses were all figured up he was just about breaking even, making about \$1,000 a year in this store!

It shows that the turn-over does not do it, because he had a good turn-over. Five and a half is a big turn-over in the shoe business, and I believe there are plenty of men that will stand up and say that when they make a three and a half turn-over they are doing very well. That is the nature of the business.

I am opposed to these men that will pick up some other lines of trade and will quote the turn-over for some cheap business, some job lot business, and apply it to the regular standard shoe business.

On the turn-over question, in a dozen different lines that I picked out I find that candy stands at the top. They turn the candy stock from 15 to 25 times a year; groceries are turned from 12 to 16 times a year; cloaks are turned from 10 to 12 times a year; millinery turns from 6 to 8 times a year; hats turn from 5 to 8 times a year; clothing 4 to 6; furnishings 4 to 5; carpets 4; hosiery 4; crockery 3; shoes 2½, and furniture 2½. So you see that the retail shoe business is at the very bottom of the list in turn-over.

Here is a peculiar thing: With the least stock turn-over you will find in a general way that the table shows that they show the least profit. If you turn your money less, you ought to get a bigger profit, but, as a matter of fact, it just seems to be reserved. It seems to hold out the Biblical say-

ing that, "To him who hath shall be given."

On candy they make a 50 per cent. profit; on groceries they make a small profit; on cloaks, 35 per cent.; millinery, 55 per cent.; hats, 35 per cent.; clothing, 35 per cent.; furnishings, 25 to 30 per cent.; carpets, 27½ per cent.; hosiery 25 to 30 per cent. and furniture 35 to 40 per cent. So you see that shoes are at the bottom of the list in regard to profits, 25 to 30 per cent., and also at the bottom of the list in turn-over.

You might say, "Well, why don't we change it?" That reminds me a great deal of a story. They say that at the zoo in Central Park, New York, they had an elephant that was rather unruly, and for fear he might do some damage they chained him to the floor. He stood that way for two or three years when, feeling that he had overcome his viciousness, they loosened his chains and thought he would be glad to move round; but he did not. He stayed right there, and they had to force him before he began to use his feet!

And so it was with the shoe business. Traditions have been handed to us wrong in the shoe business. The original merchants were shoemakers—they were not merchants, they were shoe cobblers—and they seemed to be satisfied to make \$1.00 on a pair of shoes rather than go through the trouble of installing machinery. In that way that profit standard has been handed down to us, and we are afraid to move out of it.

I think the work Harvard University is doing for the retail shoe merchant is a wonderful work, because they will standardize a business and really let a man know just how he stands. A lot of people don't know how much it costs them to do business. I say frankly I don't think there are many that are doing business at less than 25 per cent. expense, unless they are doing it under the most favorable circumstances, in small towns, or with low leases.

If your expenses are 25 per cent. on the sales, you certainly must make 35 per cent. on the sales as far as profit is concerned; and you cannot make 35 per cent. by marking your goods 35 per cent. on cost; you will have to mark them 40 or 45 per cent.; and if you mark a shoe 40 or 45 per cent., that means that when you sell a shoe for \$5.00 that shoe can't cost you over \$3.00, and it ought to cost you less in some cases, and so all the way up the scale. If that problem is carefully studied and carefully figured, you will find there will be a different result in the shoe business.

We all seem to go ahead blindly, it seems to me, and mark our goods at what the other fellow does, and that reminds me of another story. Perhaps a man does get it in his head that he is going to mark his shoes up, and soon a man or woman will come in and say: "I can get a better shoe of a neighbor for less money." I advise you not to pay any attention to those things.

It is a good deal like a woman who went to buy a dozen eggs of a grocer. She said, "How much are they?" and

he said, "Twenty-six cents." "Twenty-six! Why," she said, "Mr. Jones across the street is quoting them at 18." Well, I don't see how he does it. I paid 24 cents for these this morning. I cannot blame you if you go over there and get them." "Well," she said, "he hasn't got any." "Some day maybe I won't have any and my price will only be 12 cents."

That is often the way in shoes. A woman may come from some store where she has seen a sample shoe of some special nature, and she cannot get her size and width. The man that has the size and width, and that carries the stock and has the goods on the floor, is entitled to his profit, and the average people are ready to give it to him.

Now the question is, how much more ought you to make above your present profit? Suppose I said 5 per cent. I think that would make us all happy.

If every man next year could say that his net gross profit was 5 per cent, better than it was before, why, I think he would be a very happy man, and I think it would cover the situation pretty well. I am not looking to the end that the Steel Trust and some of the big industries have looked forward, to capitalize the stock at three times the value, but I think we ought to have a living, and I think we ought to stand well in our communities, and I think we ought to be able to take our part and hold up our heads with our fellow men in business. I believe that if that five per cent. was added, the customer generally would be glad to pay it.

The question is, after all, are we saving the people any money by close retailing? I don't think so. I believe the waste in the shoe business to-day is witnessed in the closets of the average woman throughout the United States, who has 10 and 12 pairs of shoes lined up and cannot wear half of them because they are poorly fitted and poorly put on.

What we want is better salesmanship. What we need is a higher class of clerks, and we want to pay more for it. We want to increase our expenses and increase our profits, and we will have a better business.

A. J. Geuting.

In Switzerland there is a hospital without medicine dedicated to the use of curing surgical tuberculosis in children. The children are exposed without clothes to the sun's rays in midwinter at an altitude of 5,000 feet, and many remarkable cures have been effected. This new method consists in exposing the body of the patient to the sun's rays in open galleries communicating with the wards and facing due south. The actual seat of disease is uncovered for five minutes only to begin with, the time being lengthened each day. At each treatment a larger area of skin is uncovered, so that by the end of the week or ten days, the head excepted, is lying nude in the sun. The patients are wheeled out in their beds onto the galleries as soon as the sun appears in the morning, and lie there naked for hours under the influence of its healing rays, being only moved back into the house when the cool night air begins to make itself felt. No medicines are given. The stomach, enfeebled by sickness, has, therefore, only to digest nourishing food, and thus contribute without interference to the general amelioration of the patient's condition. The tendency among a large number of physicians to give as little medicine as possible is growing, and which is, perhaps, a step in the right direction.



The "Bertsch" is Replacing a Lot of High Priced Lines This Year

The reason is simple. In most men's "welts" style comes first and foremost; quality is a secondary consideration.

In our factory a different condition prevails. A HIGH QUALITY STANDARD was set years and years ago. Every buyer of material and every workman in the factory knows that the product must measure up to the standard.

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The style is there all right. Just drop us a card for catalogue or salesman and see for yourself. It's no trouble to show them.

Become a "Bertsch" dealer this season.

THEY WEAR LIKE IRON

HEROLD-BERTSCH SHOE CO.
GRAND RAPIDS, MICHIGAN

MODIFY YOUR PREJUDICES

If You Wish To Make the Most of Yourself.

"Get understanding," said Solomon. "Exalt her, and she shall promote thee. She shall bring thee to honor, when thou dost embrace her. She shall give to thine head a chaplet of grace: A crown of beauty shall she deliver to thee."

There is no need of comment on an affirmation of the wisest man. There is some trouble, however, in realizing that his words are something more than fine sound.

There are reasons enough for cultivating the understanding, but a wise man of the nineteenth century, John Stuart Mill, has said that "if the cultivation of the understanding consists in one thing more than another, it is surely in learning the grounds of one's own opinions. Whatever people believe, on subjects on which it is of the first importance to believe rightly, they ought at least to be able to defend against the common objections."

The child when asked to give a reason says "cause," meaning, because it is so. His understanding is not developed, and he has but a feeling that one thing is better than another. Too many men believe a thing because of their feeling about it, and this feeling may be right or wrong, but whatever it is, it is not a real opinion, although it may be a prejudice. An opinion is not an opinion really unless it can be defended in open court.

Take one question, that of conduct, with which opinion has so much to do. If the matter were left to the feelings of men instead of their reason chaos would reign. As it is feeling has too large an influence in the standardizing of conduct. If it had everything to do, the feeling in each person's mind would be that everybody should be required to act as he and those persons with whom he sympathizes would like them to act. "No one, indeed, acknowledges to himself that his standard of judgment is his own liking; but an opinion on a point of conduct, not supported by reasons, can only count as one person's preference."

Self-interest, prejudices, superstitions, envy and jealousy, and any of the multifarious causes which influence men's wishes—and their wishes in regard to the conduct of others are as numerous as those on any other subject—lead men to try to force their opinions—or what they call such—on others and they sometimes succeed to a disastrous extent. The reasons by which they support their opinions are those which any man uses who believes that might makes right. Why, think when force will serve your purpose? But will it really serve this purpose?

The right to freedom of opinion has been worked out through centuries of strife. Even though we have the power to do so, when we deprive others of the right to think as they

choose we have committed a grave social offense.

Way To Get Understanding.

But there are other reasons why a man should be able to defend his belief or support his opinion with reasons, when he can make it prevail without doing so. If for no other reason he should be able to do this because it is the best way to get understanding. With the practice of reasoning his judgment grows more dependable, his mind and opinions get breadth, and he may discover before it is too late to correct his error that he has been wrong.

The whole strength and value of human judgment, according to Mill, depends on the one property that it can be set right when it is wrong and that reliance only can be placed upon it when the means of setting it right are kept constantly at hand. "In the case of any person whose judgment is really deserving of confidence, how has it become so? Because he has kept his mind open to criticism of his opinions and conduct. Because it has been his practice to listen to all that could be said against him; to profit by as much of it as was just, and expound to himself, and upon occasion to others, the fallacy of what was fallacious. Because he has felt that the only way a human being can make some approach to knowing the whole of a subject is by hearing what can be said about it by persons of every variety of opinion and studying all modes in which it can be looked at by every character of mind. No wise man ever acquired his wisdom in any mode but this; nor is it in the nature of human intellect to become wise in any other manner. The steady habit of correcting and completing his own opinion by collating it with those of others, * * * is the only stable foundation for a just reliance on it."

The natural philosopher generally tries to prove his point as did the sailor of the story who, after telling his marvelous tale in which a cat was concerned, pointed to this animal and said, "If you do not believe it, there's the cat." The trained philosopher like Mill does not believe that facts always tell their own story, at any rate not all of it, without comments to bring out their meaning.

It is a great proof of his advance in understanding when a man can without heat and in fair argument, put forth reasons for his opinions. In the case of a man with but small understanding, discussion but sets him the more firmly in his own way of thinking. He has too little training to be tolerant, and too little practice in controlling himself to reason calmly. The man of understanding can discuss without heat, while the man uncouth in thinking soon loses his temper and is ready to use the only really effective argument he is thoroughly acquainted with, that of the strong arm. Any intemperate discussion rarely helps to establish an opinion and usually argues in experience in fair and tolerant thinking.

It is a perfectly natural thing for men to be intolerant, but with an increase of understanding they at

least realize that almost any opinion contains a modicum of truth, and is therefore worth listening to; that no matter what a man's course, there may be some reason for his behavior which it will do them no harm to consider.

There would be little business for lawyers if the parties to a suit would fairly and squarely and with tolerance reason together. It has been said that he who knows only his own side of his case knows little of that. The great orator Cicero in preparing his defenses studied his adversary's case more intensely than his own.

Suspended Judgment Best.

If you do not know the other side of a question, the least you can do, as a person of any breadth of mind and understanding, is to suspend judgment. The man who will not do so is surely and severely judged in his turn. One needs beware of a man, and skeptical of his powers of understanding, who says frequently, and with the finality of Sir Oracle, "That's my opinion!" The chances are a hundred to one that he has no opinions; only some arrogant prejudices. And any man should be watchful of himself that he fall not into the habit of settling many things with this finality. Judgment is almost sure to overtake him, although he will hardly have understanding enough to recognize why.

So deadly is it to the vital powers of mind to hold opinions without being able to give reasons for them, and hold them the more stubbornly on this

account, that some one has spoken of "the deep slumber of decided opinions." The mind should be compelled to exercise with regularity and constancy its vital powers, and reasoning is one of its highest functions.

Many a man has made a very bad opinion prevail because he has presented it with specious reasons to those of unexercised understandings. Mill tells us that "on any matter not self-evident there are ninety-nine persons totally incapable of judging it, for one who is capable, and the capacity of the hundredth is only comparative, for the majority of eminent men of every past generation held many opinions now known to be erroneous, and did or approved numerous things which no one will now justify. Why is it, then, that there is on the whole a preponderance among mankind of rational opinions and rational conduct?"

The answer to this question is that owing to a quality of the human mind, which is the source of everything respectable in man, either as an intellectual or moral being, his errors can be corrected. He can rectify his mistakes by experience and discussion—discussion for the sake of interpreting experience. "Wrong opinions and practices gradually yield to fact and argument, but facts and arguments, to produce any effect upon the mind, must be brought before it."

Reasoning Not Defendable.

With the increase of understanding through the exercise of the reasoning powers comes that ability to be

Rouge Rex Shoes

for

Service

Solid Leather Throughout

Made to meet the needs of the man who works, and incidentally increase the profits of the retail merchant who handles them.

LET US SAMPLE YOU

Hirth-Krause Co.
 Hide to Shoe
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 Grand Rapids, Mich.

the one hundredth man who is a safe judge of a matter that is not self-evident. It is a strange thing that we can appreciate the value of a developed understanding in judging teas, or wines, or silks, or diamonds, but altogether fail to understand its value in more vital and less concrete things; and that as this infallible judgment of teas did not come by having opinions about teas which could not be supported by facts with some difficulty acquired, so a judgment of conduct—the thing men most commonly think they have infallible opinions on without any training of judgment—can not be safe unless backed by wide observation and experience in reasoning about conduct.

Any increase of understanding through the acquirement of specialized knowledge increases the general understanding to some extent. A man who can hold his own in one field without fear or favor is prepared, as far as increased powers and confidence in himself is concerned, to hold his own in another, yet it is very easy for him to be over-confident, over-assertive. A man may be an almost infallible judge of teas or wines and be a very poor judge of character, yet his very habit of infallibility in one thing may lead him constantly to assert opinions on politics, business, etc., as though his judgment on these things were also infallible.

There are only a few situations in life where a man is called upon to openly defend his opinions, but in quite a particular sense the whole of any worth while existence is a successful encounter with all sorts of challenges. He has to face those who are against him and act out his reason for the faith within him, even if he does not defend it in words. What Mill calls the most intolerant of churches, which certainly in this one respect at least showed itself tolerant above the most, that is, the Roman Catholic, he mentions as admitting a "devil's advocate" at the canonization of a saint.

The greatest and most profitable of discoveries have not gone unchallenged. To assume infallibility is to challenge the world, and yet strangely enough every man does usually in some one particular, if not in many, consider his opinions as without ques-

tion right. He will agree to admit discussion on what he calls doubtful questions, but will say there are certain things—and he is not referring to the axioms—that can not be questioned. In so saying he, of course, assumes infallibility.

Too Much Indifference.

A man may have some pretty good opinions on some one subject, and be able to defend them fairly well, and yet have a mind that is far from well balanced—his general understanding is not good. We not infrequently say of such that they are "unbalanced." Their minds tip to one side, as it were. They have put too large a load or too much ballast on that side. They may get on all right when they are on the terra firma of accustomed environment, but if chance launches their craft of understanding on a sea of troubles the instability of its keel is instantly apparent.

We tolerate, seemingly, almost anything in the way of opinions nowadays, but the fault of this attitude is that we become indifferent to both good and bad. Men suffer for their opinions as in times past, but in a different way, especially if these opinions are the product of a highly developed understanding—they have too few companions. They also have the pain and grief of not being able to make the good prevail, although they are not actively persecuted and run no chance of losing their lives as great ones in the past have done. Socrates, acknowledged master of all the eminent thinkers who have since lived, was put to death because he came into collision with what was expressed opinion of his time, and Christ was crucified with felons.

C. S. Maddocks.

On the Hunt.

"I wonder what has become of my husband. Three days ago I sent him to match a sample at a department store. He hasn't been seen since."

"I saw him yesterday. He was at the third counter of the fourteenth aisle, and was just starting for the fourteenth counter of the third aisle."

Effective.

"How did you like the actor who played the king?"

"Ever since I saw him I've been in favor of a republic."

WITHOUT A FATHER.

Popular Quotation Whose Origin is as Yet Unknown.

Indianapolis, Ind., Aug. 5—I am taking the liberty of writing you for information on the subject of a quotation frequently used in commercial letters and credited to Emerson as its author. It is as follows:

"If a man write a better book, preach a better sermon or build a better mouse trap than his neighbor, though he build his house in the woods, the world will make a beaten track to his door."

Many students of literature claim that Emerson was not the originator of this saying but are unable to give the author. If you can enlighten me, I will appreciate it very much.

Geo. B. Hill.

This query came to the Chicago Public Library about two years ago from an advertising firm in Chicago. The call was first for the wording of the quotation and the name of the author; later came the call for the source of the quotation in the author's works. It could not be found in any of the standard dictionaries of quotations, but was finally discovered in Orison S. Marden's *Pushing to the Front*, published in 1894, page 273, where it appears at the head of a chapter entitled, *Enamored of Accuracy*. Later it was found in the *National Cyclopaedia of American Biography*, in the volume containing the *Index and Conspectus*, page 736, published in 1906 by James T. White, New York. At the end of this volume is a series of thirty-one character lessons in American biography, under each of which are helpful quotation on Heroism, Ambition, Courage, etc. This quotation appears under the lesson on Usefulness. Both of these authors credit Emerson with the authorship.

The next step in the search was to find the exact place where Emerson had used it, but the assurance inspired by Marden and White was soon dispelled by a search through the index to Emerson's works. Then came the suggestion that perhaps Thoreau was the author, but the resulting search was futile. A letter to Mr. White, publisher of the *National Cyclopaedia of American Biography*, asking him for his authority, brought a reply that

he had received a similar query from Dr. F. W. Emerson, the son of the author, who was indexing his father's works. Dr. Emerson wanted to cite the quotation in the index. Mr. White was unable to give the information. Newspapers then became interested in the search and even editorials were written on it. The *New York Times Book Review* tried to find the author of the quotation through its department of queries, but with its thousands of readers it failed to do so. The search is still on and it has become so general that no public speaker can now give the quotation nor can any firm use it without their being deluged with enquiries for the authority as to Emerson's authorship.

Authorship of the quotation has been claimed for Elbert Hubbard, of East Aurora, N. Y., who is supposed to have "evolved it from the depths of his cosmic consciousness;" and for Dr. John Paxton, pastor of the West Presbyterian church, New York City, from 1882 to 1893, who is supposed to have used it in a sermon on the text, "He could not be hid."

Perhaps Elbert Hubbard's claim—if such a claim has been made—may be disposed of by the simple question, Did Elbert Hubbard evolve this phrase previous to 1894, the date of the publication of Mr. Marden's book? The same question may be put in another form in regard to the claim made for Dr. Paxton, Did Mr. Paxton preach his sermon on the text, "He could not be hid," previous to 1894, and has the sermon appeared in print? If these questions can be answered perhaps the "ghost," as it has been called, will be laid.

Torturer.

"Nobody knows how I have suffered," she complained.

"Does your husband abuse you?" her friend asked.

"No, but he can sit for hours without hearing a word I say."

The Meanest Man.

Customer—I want a rake and hoe. Clerk—Something fancy?

Customer—No; some with slivers on the handles. I want them to loan.

Earnestness is the best of mental power, and deficiency of heart is the cause of many men never becoming great.—Bulwer.



No. 2610 in Black at \$1.80

Because of Values such as this our leather shipments for July show an increase over a year ago

Of Over 166 Percent

The reason is clear to those active ones who "Make their money count."

This Elk outing Bal. is made from clean, smooth stock and is as solid as a rock.

Less 10 Percent in 10 days. Net 30

Grand Rapids Shoe & Rubber Co.

The Michigan People

Grand Rapids

LEARNED TOO LATE.

Secret of the Failure of Daniel Webster.

Hemmed in between a saloon on one side and a large dry goods store on the other, there is an old drug store. Its window can scarcely be called trimmed. It contains some medical and surgical supplies, a meager display of rubber goods, and some blocks of cotton with a big red cross on each package. The sign above the door is old. The name of the proprietor—Daniel Webster—is hardly legible.

A person, unacquainted on that particular street, looking for a drug store, would be likely to overlook this place and be attracted by a glittering electric sign, "Cut Rate Drug Store," two blocks farther down. Only men and women who have lived in that district for years know of Daniel Webster's drug store and patronize him.

Occasionally Daniel Webster gets a prescription from a physician at the other end of the city. The physician, like Webster, is now a man in the seventies and sticks to the old medical terminology and old drugs. He advises his patients to go to Daniel Webster's drug store to have the prescription filled because he knows that Webster will understand the prescription best and is sure to have the exact drugs prescribed by him. If he were to send this prescription to a younger druggist the probabilities are that the pharmacist would not know what half the drugs named in the prescription were and how they were to be used.

Business Once Profitable One.

Daniel Webster is an old man, but his face is far from serene. He is agitated much of the time and morose and disappointed. He is a failure in the drug business. The drug fraternity says so and he does not deny it. On the contrary, Webster talks about his failure volubly.

There was a time when the drug business enabled Mr. Webster to keep up a nice home and send his boys to college. Now his sons have married children of their own. Mrs. Webster is dead these ten years and Webster lives in the two rooms behind the drug store. His expenses are small and it is a good thing they are.

It is just this that enabled him to keep up his little shop. Otherwise he would have been bankrupt long ago and would probably have been thrown into the street to shift for himself. For Webster is not the sort of a man to be dependant upon some one. Even if there was only the free lunch counter between himself and starvation he would not come to his children to be dependent upon them.

Success Accentuates Failure.

The failure of Daniel Webster is accentuated when one looks at Mr. Weegman, a druggist a few streets away. Mr. Weegman likewise is a man in the seventies. He started in the drug business at the time Webster started. In fact, they were friends once upon a time. Now Weegman owns several places. He does not work in any one of them. He keeps an automobile and chauffeur and drives around from store to store every morning to

have a talk with his son in one of the stores and with his managers in the other places.

The afternoon Mr. Weegman spends riding around the parks or strolling about the lawn of his beautiful house. Mr. Weegman is not morose. There are hardly any wrinkles in his face and people tell him that he looks remarkably young for his age. His grandchildren, and, in fact, all children, like his company and his neighbors acclaim him "a nice old man."

What accounts for the failure of Mr. Webster?

In a roundabout way the question was put to the old druggist as he was dusting the show cases, for Mr. Webster keeps no clerk and has to do the dusting and the cleaning himself.

Result Same Under Any Name.

"You might call it conservatism," Mr. Webster answered. "I would call it upholding the dignity of the profession. I started out in the drug business some fifty-five years ago. After the Chicago fire I opened a drug store right next door to this place, where the saloon is now located. I was a dispenser of drugs there for over twenty years and did pretty well.

"In other parts of the city druggists were installing soda fountains. A little later they set aside part of their establishment for an ice cream counter. Today they even put tables and chairs in the middle of the room and convert the drug store into an ice cream parlor.

"We older druggists looked down upon this innovation. A druggist, as we understood it, was to dispense drugs, and not soda water. That was more suited for a bartender. Many of the more respectable druggists objected strongly to this running down of the profession.

"One evening a man came to me and made the proposition that I install a soda fountain in my place. I don't recall exactly what happened, but that man left my place in a huff. I threatened him with my stick, or something, for suggesting that I, a chemist and dispenser of drugs lower myself to the occupation of mixing drinks."

Beginning of Downward Journey.

"If you want to put it dramatically, then, that act of mine in chasing out the man who promised to install a soda fountain in my store was my undoing. It was the beginning of my downward journey. I am merely saying that the man saw the course which the drug business is taking better than I did.

"The druggist in the last generation has been gradually slipping away from the grade of a professional man and is sinking to the grade of the tradesman. The druggists of to-day are business people, more than professionals. This course the profession took with the soda fountain. By objecting to it I put myself in the way of the steam roller of modern tendencies and the roller went over me.

"The soda fountain, followed by the ice cream counter, was only the beginning of a change in the character of the drug store. A year after I chased out the man who offered to install a soda fountain in my store, a man came in to see me one evening and represented himself as a salesman of a large

candy factory. Well, what did he want of me, then? I asked. I was not in the candy business; I was a druggist." Many Followers of Success.

"The man explained that his factory was going in for a campaign to get all the drug stores in the city to sell its candy. The soda fountain and ice cream counter had proved a success in the drug store, he explained. So they decided that a show case, beautifully laid out with all sorts of candies would attract trade. There would be a good profit in it for me, the man said, with an air of taking for granted that I would at once go into the candy business.

"Well, I did not chase that man out of the store. But I refused to take in candy. To keep candy after having kept out the soda and ice cream would make things look sort of incomplete. On the other hand, to take in the candy and follow this with a compromise with myself and take in also soda and ice cream, to this I could not reconcile myself.

"As the candy salesman left the store I looked long after him and wondered if by refusing his offer I was not hammering another nail into the coffin in which my success lay buried. Still the feeling that I was doing no more than holding up my dignity as a dispenser of drugs, as an apothecary, braced me up."

Another Chance Passed By.

"A year and a half later a young man entered my store rather briskly one morning. Instinctively I recognized a salesman in him. I was not mistaken. He represented a big tobacco and cigar firm. All of the druggists in the city were installing cigar counters. He said: Would not I install one in my store, too?"

"I looked about my store. It was still a quaint apothecary shop. A cigar counter would make it a sort of semi-public place, almost like a saloon. I had refused to install the soda fountain. I had refused to handle candy. The profits from the cigars would not be nearly as large as they would be from the soda fountain and the ice cream and the candy. I told the salesman that my store did not seem to me the best location for a cigar counter and that I would have to pass up his offer.

"He looked me and the store over with one rapid glance and left without advancing any more arguments. I was by this time in the fifties. My children were all more or less fixed in the world. They had moved away from me. The neighborhood had grown immensely. Population had increased by leaps and bounds. Even without these accessories to the drug business I was earning a respectable living, though I could not save anything. I was beginning to fear, however, that soon the landlord might raise my rent. Rents were going up in the neighborhood."

Mission of the Landlord.

"One morning the landlord came into my store, talked about the weather and things, asked how I was getting on, and seemed slightly embarrassed. I thought I knew what was up. He was going to raise my rent, but I did not know it all. When, to end an unpleasant situation, I suggested that I knew that he expect-

ed to raise my rent, as he had raised the other tenants, a sickly smile spread over the man's face. He did not come to raise my rent, he said. He came to give me notice that I would have to move in three months.

"I was thunderstruck. That was the last thing I expected. I protested that I would pay the rent demanded by him and there was no reason for throwing me out of the place. But the landlord produced a newspaper from his pocket and told me to read it. I glanced at the paper, but could not see what connection it had with my having to move. The landlord explained.

"The street car company was planning a cross line which would pass right by my store. A man desiring the location of my store for a saloon offered the landlord three times the rent I was paying if I would vacate the place. I could not compete with the saloonkeeper in the matter of rent. The landlord, though a friend of many years, could not be expected to let his property for a third, or even a half, of what he was offered for it. For some moments I lost the power to think. But the landlord was there ready with a plan. He would give me a store three doors away, I could move in there without much loss except, of course, the location, I moved into that store. You see the cramped place it is."

Store Helps Make Trade.

A young woman came into the drug store, cast an embarrassed look about her, and would have gone out again had not the druggist been too near for her to get away unnoticed. She wanted a certain kind of face cream. The druggist did not have it and she went out.

"Once in six months I get a call for that cream," the druggist said by way of explanation, "so it does not pay to carry it in stock."

A little later he added:

"You see, it is this way. The store creates business as much as the busi-




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GRAND RAPIDS, MICH.

ness makes the store. If I had taken the soda fountain in twenty years ago, and the candy and the cigars, there would have sprung up a requirement in my store for all sorts of toilet articles. The girl who goes in for an ice cream reminds herself that she needs face cream. And sometimes when you display the face cream on the counter it looks so attractive that she will buy it anyhow.

"Then there is soap, and all kinds of rubber goods and toilet articles. There is money in all of these things for the druggist. My conservative step in the first place, my refusal to adapt myself to the modified functions of the druggist, my refusal to become a tradesman first and an apothecary afterwards, has limited and circumscribed my business. With a circumscribed business I had to limit my stock. I could not pay the high rent demanded. I had to move. And there you have the secret of my failure."

Failure Evident to All.

"For failure it is. I can see that for myself. I know well that as soon as I close my eyes there will be no drug store in the place I now stand. The space is too narrow. It does not permit the display which is essential to the modern drug store. In an up-to-date drug store drugs are taking up a tenth of the space and bring only a tenth of the income. It is the accessories that count. Perfume, powder, face cream, ice cream soda, candies, cigars, soaps, stationery, comic post-cards, and a score of other things make the drug store of to-day pay.

Elias Tobenkin.

Do Not Hurry a Prospective Purchaser.

Written for the Tradesman.

Do not try to hurry a customer when he or she seems slow to make up his mind about a purchase. Do not imagine that by talking every minute you can bring him sooner to a favorable decision. With some people such talk either delays matters or causes them to leave without deciding. They must think it out without interruption. It is their way. They can not reach a satisfactory conclusion otherwise. And do not give a customer the impression that you are bored. Wait cheerfully as well as patiently. Do not appear anxious to be through waiting on a customer, lest he conclude that you have more important business elsewhere. If you have, leave serving customers to a clerk. E. E. Whitney.

Children Do Not Like to Wait.

Do not slight the child who is waiting to buy something. The child's time may not be valuable, but the parent may be anxiously awaiting its return and if the merchant is at all to blame for a delay it is liable to be exaggerated.

When a man is beyond his associates in any one thing, we are apt to lose sight of his other superior qualities.

Simply because a bluff goes uncalled is no sign of success. Most men have something better to do.

Eternal vigilance is the price of more than liberty. In advertising it is the price of Efficiency.

GENERAL WELFARE.

How To Prolong the Life of Mercantile Associations.

There is something more to be accomplished through association work by merchants than simple discussion of the immediate affairs of business. Trade should receive attention, and is an important part of organized effort, but it need not be the exclusive feature.

Too often it has been found that business men's associations have died of dry rot. Members are enrolled for the purpose of accomplishing trade betterments, and something is achieved. But interest flags when production is slow. Storekeepers go into association work expecting to do great things immediately, and are disappointed when they find they are unable to set the world on fire in as brief a time as they hoped. Then they condemn the whole thing as no good. They either draw out, or become indifferent, neglect meetings and criticize the undertaking.

Anything worth while takes time, and it is the tediousness of waiting that discourages. Americans want to see something doing every minute, and are not content to wait the necessary working out of events.

Diversity of Interests.

What is needed is to have a diversity of enterprise so that there is constantly something on hand to enlist the interest and co-operation of all included in the membership. When there is accomplishment along some line there is greater content, and a more patient spirit.

An association that has for a part of its schedule the doing of things for the community is able to gather together a greater number of members of different kinds. In a small town there is a dearth of active spirits in strictly mercantile pursuits. This is true even in cities, except very large ones. Even in the latter the successful organizations have not been the strictly prohibitive sort that embraces only a particular trade, business or profession.

Variety of Subjects.

Chambers of commerce and boards of trade have accomplished more than strictly mercantile or professional organizations, and the reason is not hard to find. It is on account of the greater variety in the subjects discussed and the projects undertaken.

As a rule associations of storekeepers are formed primarily for the purpose of protection against bad debts. Then the question of insurance is often considered, resulting in incorporation for mutual protection. Price cutting receives attention, and early closing is sometimes furthered. Perhaps legislation is part of the scheme, but this requires national or state co-operation of many local organizations. Here is where delay occurs, with its many obstacles. It is not always possible to line up the other bodies of men in the different towns.

Good For Everybody.

For a local association, calling itself by some general name, like a

board of trade, there is a greater outlook. It would pay to try the Tylerdale plan where associations have not succeeded in the conventional manner. Not only would merchants be included, but business and professional men of all callings. The character of the work would then be varied.

Whatever makes for the improvement of the community is good for everybody living therein. A better town attracts people and causes growth. It also creates civic trade in the hearts of those who have always been residents. They are better satisfied with the town, and are more impressed with its possibilities. They think that after all it is a good place in which to live.

Satisfied With the Town.

You may not have noticed it, but a good store in a good town has more chance than a good store in a bad town. It is likely the people would not acknowledge it, but it is a fact that they have about the same opinion of everything in the community as they have of the community itself. If they believe the place is all right they will think the business men in it are all right, too. If they have a poor opinion of the town they will think the merchants can not amount to much or they would not stay in it.

It is unnecessary to ask anybody if this is true, for they will deny it, in the average case. In fact such a condition of thought has not been defined by the person possessing it. It creeps upon one unawares, and makes the impression so subtly that it has not been worked out as an actual proposition. But it exists, as any analysis of human nature by the observing philosopher will prove.

Attractive Streets.

Hence the virtue in bringing the town up to a standard which is of recognized importance. Merchants in some cities in their associated effort are going to see to it that streets and walks are kept clean and attractive. This is important. It is of direct value. It will tempt the inhabitants to make more use of the streets for shopping expeditions. If it is a pleasing walk down town they will take that walk oftener. Every time they take it they perhaps think of something they want to purchase. In fact, they may hunt up something as an excuse for the walk.

Little Men, Big Idea.

Perhaps the lights of the thoroughfares are insufficient. Even if there is a town council which should look after such things the very largest and wealthiest cities have found it furthers improvements when civic clubs keep after the authorities. An association of business men, taxpayers, can bring much weight to bear upon the regularly elected officials. They are the controlling force in the community.

Many other things will suggest themselves to the citizens interested in the welfare of the place in which they live and do business. Getting together for the purpose of accomplishment of this kind brings out

suggestions which will be valuable. The quiet little man back in the corner will often have a big idea which he would never have expressed except for the influence of the association of which he is a member.

Opportunity For Discussion.

Every now and then town meetings are called so that citizens may give voice to sentiment along some line. Such meetings are not half so effective as the regular organization which is always thinking about the general welfare. There is then constant opportunity for frequent discussion.

It is estimated that the total gross business of the large mail order houses of the country is near \$200,000,000. That comes almost entirely from the farms and the smaller center. That two hundred millions worth of trade centralization is all this country needs in the centralization line just now. We should subtract from it rather than add to it.

When our competitors wins the sale it's "good luck"—when we win it is "higher salesmanship."

Big jobs generally go to men who prove their ability to outgrow smaller jobs.

ELEVATORS



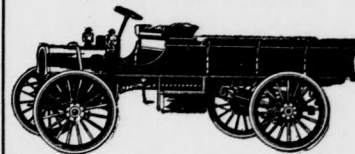
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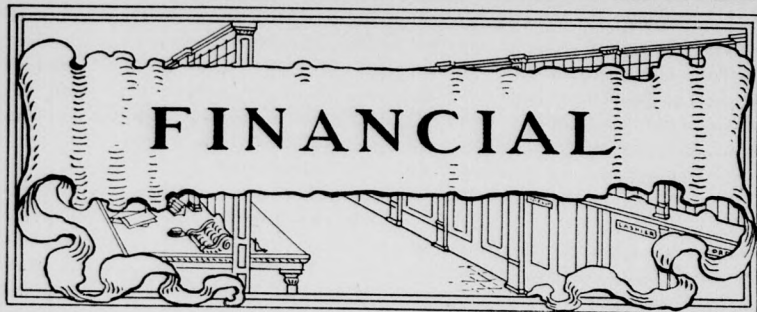
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Should Handle Investment Securities of Small Denominations.

A service which the banks might very well give their patrons but which they do not to any extent is in giving them the chance to purchase investment securities in small denominations and bearing what might be regarded as a good interest rate, meaning 5 or 6 per cent. The savings and certificate deposits in the banks now amount to something like \$17,000,000 and the three National banks carry enough more in savings deposits to make this an even \$20,000,000, and perhaps a million or so more. The book savings receive 3 per cent. interest and the certificates when left a year 3½ per cent. This interest rate may be all that the banks can conservatively allow, but it is not very satisfying to the depositor who looks to his or her accumulation for an income. The meagerness of the returns on the bank deposits leaves the depositors open to temptation to pull out their money to put it into something that promises better income and often the something better is a get rich scheme or a bit of blue sky offered in small denominations and on alluring terms. If the banks themselves could offer the depositors something that they know to be good and which the depositors could buy with the bank's recommendation they would be saved from the disappointments and losses which so often come to the unsophisticated investor who tries to work out his own problems. There are many securities in the market which the banks could consistently handle in dealings with their depositors. Municipal and school bonds are usually regarded as gilt edge and, with an interest rate of 4 or 4½ per cent., would satisfy the conservative who look upon safety as preferable to large income. Many of the utility bonds bearing 5 per cent. and which can be purchased in the open market at prices that will yield a still higher income, are high grade, so far as security of principle is concerned. Some of the timber bonds bearing 5 and 6 per cent. and which usually are short term are as good as anybody could ask for. There are corporation and real estate mortgage bonds that could be safely recommended. Some of preferred stocks of mercantile, industrial and utility corporations carrying 6 per cent. dividends or better, usually payable quarterly are first-class for investment purposes. The banks in offering such investments to their depositors need not guarantee them but after a thorough investigation could recommend them as reason-

ably safe and desirable. To be entirely satisfactory the bank offering investment securities to their customers should be prepared to quote the price at which the securities will be bought back as well as the selling price, but this is a matter of detail. Another matter of detail is in the denomination in which the securities are issued. The usual denomination of bonds is \$1,000, with some issues at \$500, but what the small investor wants is in \$100 lots, and these can easily be procured if the banks let it be understood they are wanted. There is a fine opportunity for the banks in investment securities and it is a matter of surprise that they have not taken up this branch of the banking business. The Old National and the Michigan Trust Company do considerable over the counter business in bonds, but the others neglect their opportunities, possibly through a fear that this might pull down their deposits. This fear might be realized at first, but ultimately the deposits would grow faster than ever as incomes would be larger.

The People's Savings Bank for several years has issued certificates of deposit in bond form and these may be regarded as investment securities of the very conservative type as the income is only 3½ per cent. These certificates are in denominations of \$100, \$200, \$500 and \$1,000, and are issued for three year periods, with semi-annual interest coupons attached and have proven quite popular. The Grand Rapids Savings Bank has lately adopted a similar certificate bond. But what the depositors want is some form of investment that will pay them better than 3½ per cent. and the neglect of the banks in furnishing them what they want and ought to have, makes them easy victims of the get rich quick contingent.

The Citizen's Telephone Company affords an illustration of how the small investor wants a good place to put his money in small amounts. Of the \$3,600,000 stock outstanding, fully \$2,500,000 is in the hands of small investors, in amounts from a single share of \$10, up to several thousands. This stock has been sold at par as the money was needed for development, and there are numerous instances where individuals have taken out a share at a time as they could spare the money or as their system of saving made it possible. The company has been in operation sixteen years and the amount in the

Fourth National Bank

<p>Savings Deposits</p> <p style="font-size: 2em;">3</p> <p>Per Cent Interest Paid on Savings Deposits</p> <p>Compounded Semi-Annually</p> <p>Capital Stock</p> <p style="font-size: 1.2em;">\$300,000</p>	<p>United States Depository</p>	<p>Commercial Deposits</p> <p style="font-size: 2em;">3½</p> <p>Per Cent Interest Paid on Certificates of Deposit Left One Year</p> <p>Surplus and Undivided Profits</p> <p style="font-size: 1.2em;">\$250,000</p>
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THE MICHIGAN TRUST CO.

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GRAND RAPIDS NATIONAL CITY BANK

Resources \$8,500,000

Our active connections with large banks in financial centers and extensive banking acquaintance throughout Western Michigan, enable us to offer exceptional banking service to

Merchants, Treasurers, Trustees, Administrators and Individuals

who desire the best returns in interest consistent with safety, availability and strict confidence.

CORRESPONDENCE PROMPTLY REPLIED TO

hands of small investors represents an average of \$156,000 a year from this source. Would not other securities move as well if the banks offered them over the counter and especially in small denominations?

The bank clearings have been making new records this summer, even though business has politics and other things to contend with. The clearings for July were \$14,585,093, and only once before has such a total been reached, and that was in March. The clearings last week were \$4,278,879, and this is believed to be the largest for a single week on record. One reason for the large clearings last week was the transfer of \$120,000 city sinking fund money from the City Trust and Savings to the Peoples. Another factor was the last day payments of city taxes by the banks, corporations and capitalists. The money poured into the city treasury in large checks, and these checks went through the clearing house.

The transfer of the city sinking fund last week proved to be an interesting incident. This fund has been carried by the City Trust and Savings Bank at an interest rate of 3.57 per cent. on daily balances. New bids were sought upon the expiration of the old contract, the bids to be sealed and to be in at 3 o'clock Monday. The Old National responded with a bid of 2 per cent., the City Trust and Savings with an offer of 2½ per cent. and the Commercial, 2.85 per cent. On the face of the returns the Commercial was entitled to the contract and was so advised. Half an hour later a bid was received from the Peoples, offering 3 per cent. flat. The banks which submitted sealed bids as asked for were advised of this belated bid and were asked to meet its terms, but they regarded the incident as closed and refused. The money was awarded to the Peoples in spite of the very earnest protest of President Graham, of the Commercial, who held that bona fide bids should receive preference over any private arrangement that might be made after the bids had been opened and made known. The amount of the sinking fund will average around \$100,000, and the difference between 2.85 and 3 per cent. interest will amount to less than \$150 a year. In banking circles the incident is looked upon as a case of jockeying quite characteristic of the present administration, unworthy of the city and not worth the profit. If the banks are not to receive fair treatment when they make bids they will keep out of the competition or combine for their mutual protection and profit. The tactics used may win once, but it may be different the second time.

The combined resources of the Grand Rapids National City and its ally the City Trust and Savings Bank last week reached a total considerably in excess of \$11,000,000 the highest total in their history. About a million of city tax money and \$200,000 county money received from the sale of the

good roads bonds helped to swell the total.

The deposits in the postal savings bank in this city amount to \$23,641, and there are 295 depositors. The postal bank will be one year old on September 20. This cannot be regarded as a tremendous showing, and it is easy to tell why. The banks in this city have such a splendid record of solvency that the people have confidence in them and prefer to deposit their surplus in the banks rather than with the government, the larger interest rate paid of course helping them to make this decision.

The City Trust & Savings Bank has purchased the lot at the northeast corner of Wealthy street and South Division avenue and will erect a branch bank building there as soon as the plans can be prepared.

William E. Elliott has purchased two blocks of stock in the Michigan Exchange Private Bank. He acquired the holdings of the late Samuel M. Lemon and the Dorr Savings Bank, paying upwards of 200 therefor.

Quotations on Local Stocks and Bonds.		
	Bid.	Asked.
Am. Gas & Elec. Co., Com.	80	83
Am. Gas & Elec. Co., Pfd.	46	47½
*Am. Light & Trac. Co., Com.	407	409
*Am. Light & Trac. Co., Pfd.	109½	110
Am. Public Utilities, Com.	55	57
Am. Public Utilities, Pfd.	80	81
Can. Puget Sound Lbr.	2¾	3
Cities Service Co., Com.	113	116
Cities Service Co., Pfd.	89	91
*Citizens Telephone	95	96
Com'wth Pr. Ry. & Lt., Com.	63¾	63¾
Com'wth Pr. Ry. & Lt., Pfd.	91	92½
Dennis Salt & Lbr. Co.	95	100
Elec. Bond Deposit Pfd.	83	85
Fourth National Bank	200	203
Furniture City Brewing Co.	60	70
Globe Knitting Works, Com.	110	112½
Globe Knitting Works, Pfd.	100	101
G. R. Brewing Co.	200	200
G. R. Nat'l City Bank	175	176
G. R. Savings Bank	185	
Holland-St. Louis Sugar Com.	10¼	10½
Kent State Bank	260	
Macey Co., Com.	200	
Lincoln Gas & Elec. Co.	42	45
Macey Company, Pfd.	95	98
Michigan Sugar Co., Com.	90	92
Michigan State Tele. Co., Pfd.	100	101½
National Grocer Co., Pfd.	86½	87½
Ozark Power & Water, Com.	45	48
Pacific Gas & Elec. Co., Com.	66½	67¾
Pacific Gas & Elec. Co., Pfd.	91½	92½
Peoples Savings Bank	250	
Tennessee Ry. Lt. & Pr., Com.	24	25
Tennessee Ry. Lt. & Pr., Pfd.	78	79¼
United Light & Railway, Com.	70	75
United Lt. & Railway 1st Pfd.	87½	88½
United Lt. & Railway 2nd Pfd.	(old)	80½
	(new)	73
Bonds.		
Chattanooga Gas Co.	1927	95 97
Denver Gas & Elec. Co.	1949	95½ 96½
Flint Gas Co.	1924	96 97½
G. R. Edison Co.	1916	97 99
G. R. Gas Light Co.	1915	100¼ 100¼
G. R. Railway Co.	1916	100 101
Kalamazoo Gas Co.	1920	95 100
Saginaw City Gas Co.	1916	99
*Ex-dividend.		
August 6, 1912.		

The Squire Explains.

I wanted a month of complete rest, where neither debtor nor creditor could find me, and so I hied me up to a village in New Hampshire and engaged quarters at the inn. I realized that as a stranger I should be an object of curiosity, and that every one would feel free to question me, and great was my surprise, therefore, when I found myself pretty severely let alone.

That is, no one asked where I came from, what my business was, how long I was going to stay, or any of the leading questions generally put to strangers. When I was ready to leave I said to the old Justice of the Peace, who had dropped in every evening:

"See here, Squire, I can't exactly make you folks out. I've always heard that villages were full of curiosity respecting a stranger.

"Yes, we be," he replied.

"But I have been here a month and no one has tried to pump me. What's the matter?"

"Well, sir, I'll tell you how it is," he said, as he leaned back with a sigh of regret. "Here's me, for instance. I've just married my fourth wife, with my third hardly cold in the grave, and I've got to keep purty quiet for awhile. There's Joe Hastings, who is suspected of stealing a cow, and he feels like keepin' his head shet. Deacon Saunders wanted to know all about you the very first day, but he is bein' sued for breach-of-promise and dasn't gab too much. There's about ten others who are wonderin' who you be and where you come from, but they's got quinsy, bronchitis or lockjaw and can't talk. Do you see through it now?"

"I do."

"Then come back next year, when we are all in good shape, and if it takes us over ten minutes to find out whether you are a convict in hiding or a consumptive after mountain air, we'll all eat our hats to the last inch of band!"

Joe Kerr.

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J. A. COVODE - - - - Vice President
H. W. CURTIS - - - - Vice President
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CASPER BAARMAN - - - - Ass't Cashier

3½%

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You can transact your banking business with us easily by mail. Write as about it if interested.

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No bank could be safer than **The Old National Bank of Grand Rapids, Mich.**, with its large resources, capital and surplus, its rigid government supervision and its conservative and able directorate and management.

The Savings Certificates of Deposit of this bank form an exceedingly convenient and satisfactory method of investing your surplus. They are readily negotiable, being transferable by indorsement and earn interest at the rate of 3½% if left a year.

THE OLD NATIONAL BANK

GRAND RAPIDS, MICH.

New No. 177 Monroe Ave.

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Place your **Buy and Sell** orders with

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Wafted Down From Grand Traverse Bay.

Traverse City, Aug. 5—Our U. C. T. picnic will be held next Saturday and the committee has arranged for a special rate of 25c for return trip on the M. & N. E. Train leaves at 9:30 a. m. for Fouch.

James Fortier and family, of Grand Rapids, are spending a few weeks with us resorting. We are glad to see you, Jim.

B. J. Reynolds, we understand, is taking a German course at Manistee. Wie gates, Bern?

Mrs. O. J. O'Reilly, of our city, is visiting in Grand Rapids for a short time. Hope you will return for our picnic.

A. W. Stevenson, of Muskegon, representative for the H. & P. Drug Co., of Grand Rapids, has been practicing osteopathy at South Boardman the past week.

We had the pleasure of meeting Homer Bradfield, formerly with the National Biscuit Co., but who now carries a grip for the Woodhouse Cigar Co., of Grand Rapids, and we can safely say that Homer is a conscientious worker, for he did not turn into the hotel at Mancelona until 1 o'clock in the morning. We are glad to see you and wish you success. Ned Carpenter formerly covered this territory, but he has become connected with a paper company.

Lee Barnhart, formerly of our section, now resides in Grand Rapids and will cover the territory formerly worked by Homer Bradfield for the National Biscuit Co. Best wishes, Lee.

We can readily see that the Grand Rapids correspondent furnishes articles of a Keane nature and we surely welcome you.

W. A. White, our popular candy salesman, attended the U. C. T. picnic at Bay City the past week and reports

a fine time and that the Bay City boys are of the right sort. Wilkie felt very much honored, as he was requested to make a speech. One thing he did not have with him and which he very much regretted and that was his better half's bicycle. Can you imagine him going down Union Street? Some figure!

We understand that the management of our base ball team has erected a sign in the grand stand "No betting allowed" for the benefit of Jay Young. Nuff Sed.

Mr. and Mrs. Will Godfrey, of Grand Rapids, were called to our city owing to the death of Mrs. Godfrey's sister, Mrs. C. O. Smith. The entire fraternity extend sympathy.

U. C. T. Assessment No. 112, expires Aug. 14. Have you favored your secretary with the two dollars and thereby protected you and your family? If not, get busy.

The boys will certainly appreciate the new Hotel Seiting, at Kalkaska, for the management expect to be in position to serve the boys this fall. It is a fine brick structure.

We are pleased to report that Mrs. Wm. Vandermead, of Petoskey, has recovered so as to be able to be moved to her home at Petoskey.

Jack Gilchrist once more is able to be out after being confined to his home with an accident. Jack was favored with a check of \$100 from the U. C. T. for the time lost.

With all due respects to Howard Ives, of Grand Rapids, we do wish he would refrain from delivering temperance lectures in railway coaches. Howard had some experience the past week on the M. & N. E.

E. A. Stowe, of Grand Rapids, was seen on our streets last Saturday. He evidently met with an accident with his touring car, for he purchased a wheelbarrow of one of our local merchants. Glad you called before 5:40 p. m. or possibly you would have been short the auto. Fred C. Richter.

Baiting Her.

"What are you cutting out of the paper?"

"About a California man securing a divorce because his wife went through his pockets."

"What are you going to do with it?"

"Put it in my pocket."

A Fish Story.

"Don't you know that fishing is forbidden in this pond?"

"I'm not fishing; I'm just teaching my worms to swim."

Women are naturally of a clinging nature—and so are some men, judging by the way they hang on to their money.

What Some Michigan Cities are Doing.

Written for the Tradesman.

The Michigan Good Road Association will hold its annual convention at Kalamazoo Sept. 18 and 19 and nearly 2,000 delegates are expected to attend.

The annual junket of the Port Huron Business Men's Association into Thumb territory Aug. 12 and 13 will be attended by 150 men.

The Detroit & Mackinac will build new passenger stations this year at Rogers City, Hale, Linwood, North Bay City and Maltby.

The Big Four is expending \$150,000 at Dowagiac in erection of a round house, coal docks and other improvements.

Saginaw is considering plans for disposal of its garbage.

Sturgis is enjoying an industrial boom, with new factories being built and old ones enlarged.

The school census of Pontiac shows a gain of 234 pupils in the past year.

Kalamazoo people eat four million bananas annually, spending \$50,000 for this tropical fruit. The first bunch was seen in that city about forty years ago.

The religious census recently completed at Battle Creek reveals the following facts about that city: families average three members; every third house is owned by occupant; every fourth person works for his living; every fourth person is a church member.

Electric power will supplant steam in pumping the city water at Marquette. It is estimated the change will save the city at least \$5,000 a year.

The annual camp meeting of Indians will be held at Northport Aug. 9-19.

Battle Creek people eat three and a half million bananas a year—about 110 per capita.

Dowagiac's home coming celebration will be observed Aug. 28 to 31.

Pontiac's new Federal building has received its finishing touches and is now ready for formal acceptance by Uncle Sam.

Upper Peninsula golfers will meet at Houghton Aug. 21 and a Northern Michigan League will be formed.

The Michigan Art Carving Co. is the title of a new industry established at Lake Odessa.

Muskegon has taken the first steps looking toward the building of a macadamized road to parallel the shore of Lake Michigan from the southern boundary of the State through to the Straits of Mackinac. Supervisors of the different counties will be invited to join in an association for this improvement. Such a highway tapping Chicago and other large centers would be of immense commercial advantage to Western Michigan.

The Crown Chemical Co., a new industry at Cheboygan, will soon be manufacturing turpentine, tar and oil from the Norway pine stumps found in that section.

Thursday, Aug. 8, is the date of the annual picnic of Bay City grocers and butchers and it is expected that other merchants will shut up shop, making it a civic holiday.

The Escanaba high school offers a special course in agriculture this year.

Onaway has organized a Board of Trade.

The Eady Shoe Co., of Otsego, has been invited by the South Haven Board of Trade to send representatives there to take up the matter of securing stock subscriptions necessary to secure the location of a branch shoe factory at South Haven.

Kalamazoo has prepared plans for grade separation there, which have been placed in the hands of Michigan Central officials for consideration.

Bellevue is preparing for a big home coming celebration Aug. 22.

Plans for a new armory building at Kalamazoo costing \$40,000 have been submitted to the state military board for approval. A convention hall with seating capacity of 3,500 will be located on the ground floor.

A get-together banquet of 200 of the live business men of Battle Creek was held last Friday night and it was decided to go ahead with an organization in behalf of a better, busier and bigger Battle Creek. Almond Griffen.

A recent consular report states that not all American products can be sold in Germany. Many are shut out by customs duty, others by the fact that the home product is as good as the best, still others by food-law regulations, often designed mainly to prevent importations. American typewriters still have a large sale, but Germany is now making first-class typewriters, and they are cutting heavily into the demand for standard American machines. Germany is also making excellent adding and calculating machines, but they are not yet considered so good as those turned out by America. German factories now make shoes of American form and on American lasts that look like the real thing and can be sold for \$1 to \$1.50 per pair less than the American shoe. The American manufacturers of a staple article must always expect to face this situation. If his article is a superior one it will hold its place for some time, and even after the German has succeeded in producing a satisfactory substitute may continue to find demand, but will have to meet the price of the home product, which, with duty and transportation charges, is not always possible. German machinery and machine tools are usually as good as the best, and it is generally the new device, fully protected by patent, that finds the best market.

If a man lives to be 40 and has never been in love, he might just as well be chloroformed.

BOYS! BOYS! BOYS!
 Stop at
ARBOR REST
 PENTWATER, MICH.
 New Beds Entirely Refinished—Individual Towels

OFFICE OUTFITTERS
 LOOSE LEAF SPECIALISTS

The Tisch-Hine Co.

237-239 Pearl St. (near the bridge), Grand Rapids, Mich

News and Gossip About Grand Rapids Boys.

Grand Rapids, Aug. 6—Some of the boys called on J. K. Coffee, and report that his leg is in very very bad shape. In fact, it is worse than our friend Coffee realizes. If any of the boys have any time to spare, call at 349 Hollister avenue and say Hello!

O. W. Stark is resting a little better this week than last. Last week he didn't feel so good, but now he takes more nourishment, looks much better and feels better. He is still in bed and is now able to visit with any of the boys who call. His address is 610 Lake drive.

It is your duty, brothers, to visit sick or injured brothers. If you have ever been on the sick list or banged up, you can appreciate the fact that you should call at least once.

Our friend and esteemed brother, Jim Goldstein, has informed the picnic committee that he and his family will be on deck Aug. 17, to attend the picnic. Jim draws a picture of a tombstone on his return card and on it, it says: "J. M. Goldstein, age 33, husband of his wife." Now we don't see how he could be the husband of anybody else's wife. He also drew a picture of an angel on the tombstone flying downward. Jim seems to know where he is going. We will be glad to see you, Jim.

Bill Drake rode the goat Saturday evening and is now a member of the Grand Commercial Army. Bill is some speech maker. He made quite a lengthy speech, during which he advertised the Woodhouse Co.

R. J. Ellwanger is now a subscriber of the Tradesman. Better send in your dollar and address.

Mrs. Harry McCall left Monday for a two weeks' vacation, going to Mt. Clemens. Mrs. McCall, will be back in time for the picnic.

Walter Lawton certainly makes a fine speech, jingling a dime and a nickel every meeting night.

When the lights are out, boys, you must refrain from lighting matches. Paul Berns and Cliff Herrick were the guilty ones last time.

David Cavera takes E. A. Clark's position with the Casabianca Co. He will be known as the "little banana kid."

Abe Mindel and family have been down to Spring Lake since July 1 and are all enjoying the nice winter weather. Abe goes down Saturday and Sunday to fish, also to keep his wife from freezing to death.

The high cost of living increases. The Dalzell bus and baggage line, at Big Rapids, compels the boys to buy round trip tickets, whether they are going to use them or not.

Charlie Logie reports no dry spots on his territory. How could he after all this rain?

W. C. Beelby has had an attack of quinsy, but is now able to be around.

It is about time Herbert Benjamin, of the Pittsburg Plate Glass Co., was coming into our fold. He is a jolly good fellow and we need boys like Herb. in our council.

H. B. Wilcox was seen on a Franklin car with a vacuum cleaner. We

always thought Mr. Peck objected to sidelines. Be careful, boy.

Have you noticed that Percy English, at the Union depot, puts all U. C. T. notices in conspicuous places in the Union depot? He always puts himself out to accommodate the boys

Chas. Giddens, who runs the Hartford Hotel, at Hartford, holds a little seance of rum each evening. The idea is to hold the boys over night. It is a good stunt, Charlie, the boys like good entertainment. The meals and beds are good, and he (Charlie) takes care of your grips in his auto No. 1234—year 1910.

The boys are assisting fine with items. Keep it up, boys, I can handle all you hand in.

We understand that our worthy Secretary, Handsome Harry, on his recent visit to Columbus, purchased some cut glass for Mrs. H. D. It seems to be a question in the boys' minds whether this was included in his expense account to the Council. We understand, of course, John D's employes include everything in their expense accounts.

Mrs. H. G. McWilliams has recovered sufficiently to be removed to her home. We are glad to hear she is improving.

C. A. Young, a member of 131, was arrested, tried, convicted and fined \$50 for jay crossing. It seems Young didn't know enough to turn square corners in our large city. He knows now.

Geo. Rysdell has taken to the road again. Bag and sample case. Good luck.

W. F. Gallinger, who represents The Sherwin-Williams Co., has returned from North Branch, where he spent a couple of weeks' vacation. He looks fine after his rest and is now ready to make his competitors hustle

Wm. Lovelace and family now live at 850 Sheldon avenue, South, phone, 1866.

Ed. Ryder spent the morning chasing a stork. He almost had him once, but it flew away.

Harry McCall stole someone's casting rod and bait. No one knows what Harry was casting for. Maybe Harry can tell us.

The health officers recently ordered Hook Visner out of town, on the first train. The cap he wears is very dirty. It doesn't match his clean suit. The first train did not leave until 8:03, so Hook left town 6 p. m. on foot.

F. K. Mooney did it. He ordered chicken for dinner. It seems they don't serve chicken in Grand Rapids.

Chas. Lillie couldn't sleep in the hotel, so he went to church, where he slept peacefully for two hours.

Fred Rathman just went over to take \$2.40 home in a quiet game of set back, Walter Ryder being the goat.

There were more there—Everett, True, Rudolph, and others.

Don't make any dates for Saturday, Aug. 17. You belong to us on that day. It's going to be a red letter day on picnics. No basket, no eat—so bring the basket.

Another brother informs me he would like a position in the specialty line. In grocery specialties he has had

four years, experience and is a good all around salesman and a hustler. If you hear of anything, boys, along any line let me know.

The writer has to go to Detroit Friday for a week, but will try and have some news for the Tradesman just the same.

J. A. Keane.

Status of the Local Stock Market.

The unlisted securities market has shown unusual strength for the last few weeks. Trading is more brisk and the orders being placed are for larger amounts than is generally expected at this time of year. A visit to the outside markets reveals a very optimistic feeling and, while conditions may be somewhat unsettled on account of the political situation, the universal sentiment is that we have before us a very good business year, regardless of the result of the next Presidential election.

Pacific Gas & Electric Co. common stock has been particularly active. Barring unfavorable developments this issue looks very attractive and on its merits should sell higher. Statements show the company to be in very good condition with a constantly increasing earning capacity. Owing to the fact that this is a Western proposition, it will probably never sell relatively as high as some of the local issues, but a price of eighty or even higher is not unreasonable to expect from a stock paying 5% with earnings considerably in excess of this figure.

American Light & Traciton Co. common stock is holding very firm and higher prices are looked for as soon as the trading in dividend warrants is cleaned up. It is very noticeable that more holders are filling out their complete shares at the price of 407@410 than when the stock was quoted around 300. The net return on the investment at present prices is approximately 12.44% and a peculiar feature of this issue is that no matter how high the stock might sell, the net return would never be less than a fraction over 10 per cent., so long as the present dividend is maintained, because the value of the warrants paid in dividends increase with the price of the stock. It has been repeatedly stated that it is the intention of the company to increase the capital and continue the present dividend indefinitely.

Cities Service Co. common made a new high record, with sales up to 118 and then re-acted to to-day's price of 111@114. The preferred has shown very little change.

Enquiries are again being made for some of the issues of bank stocks, but little or none is being offered. A bid of 200 and better is to be had for Grand Rapids Savings and there were buyers for Grand Rapids National City, which has been quiet for some time.

United Light & Railways Co. first preferred was a little easier, but the two issues of second preferred were in good demand and the new issue has shown an advance of three points in the bid price. The common continues to climb and a few lots have been sold as high as 75, while the quotation now stands at 72@75 with the market

practically bare of stock. Statements for two months of operations with the addition of the new properties shows a very large increase in net earnings even over the estimates made and future statements will, undoubtedly, continue to show this condition. Very large profits have accrued to local investors who have purchased the various securities of this company.

The preferred stock of the American Public Utilities Co. showed a fractional decline, but the common is more than caring for itself and, with the quotations at 56@58, the underwriting already shows purchasers a very nice profit.

Quite a little interest was shown in the list of local industrials, but trading was mostly at current quotations. Sugar stocks showed a little more life and Michigan Sugar Co. common sold up to 91½ dividend on. Holland-St. Louis Sugar Co. common was unchanged.

Commonwealth Power Railway & Light Co. common is being sold rather than purchased just at present by local investors. With unfavorable operating conditions the earnings are not showing up so well as anticipated and dividend payments are liable to be further delayed and it is felt that the stock may be purchased later as low if not lower than at present. The preferred as a conservative investment is being picked up at around 91@91½.

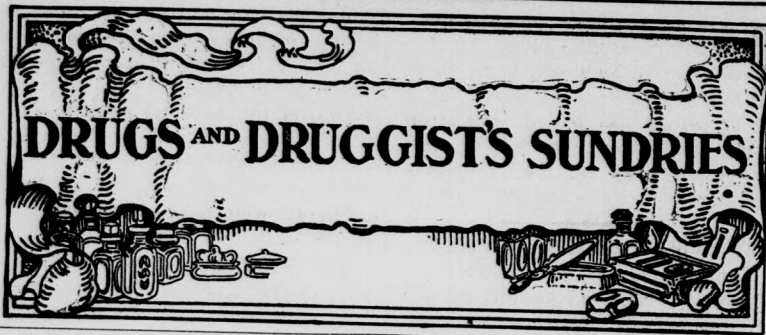
The new Henry L. Doherty & Co. syndicate underwriting caused quite a stir and the local allotment was subscribed for almost immediately. The regular offering to investors will be made about October first. This will be a preferred stock with a bonus of common and it is planned to pay a dividend on the common as soon as issued.

C. H. Corrigan.

A Detroit correspondent writes: Heber L. Bassett, widely known in the cigar trade throughout the State and veteran of the civil war, died recently at the Clio apartment house, on Jefferson avenue, which he owned. He was 66 years old. Mr. Bassett for many years conducted, in Detroit, a selling agency for cigars. He used to spend a good deal of his time traveling on the road for his agency and in that way formed a large State acquaintance. His civil war service was with the Eighth Connecticut infantry, and he was a charter member of Detroit post and always active in its affairs. Besides a widow he leaves two sons, Harold, of Detroit, and another living in New York.

A Kalamazoo correspondent writes as follows: W. T. Curry, a wholesale grocery salesman who entered court a few days ago and pleaded not guilty to a charge of forgery, to-day told the officers that his conscience hurt him and he wanted to go in court and change his plea. Within an hour Curry had appeared before Judge Knappen, pleaded guilty to forgery and was remanded for sentence. Curry is a resident of Ohio.

Some men are too lazy even to indulge in guesswork.



Michigan Board of Pharmacy.
 President—Ed. J. Rodgers, Port Huron.
 Secretary—John J. Campbell, Pigeon.
 Treasurer—W. E. Collins, Owosso.
 Other Members—Edwin T. Boden, Bay City; G. E. Faulkner, Delton.

Michigan State Pharmaceutical Association.

President—E. W. Austin, Midland.
 First Vice-President—E. P. Varnum, Jonesville.
 Second Vice-President—C. P. Baker, Battle Creek.
 Third Vice-President—L. P. Lipp, Blissfield.
 Secretary—M. H. Goodale, Battle Creek.
 Treasurer—J. J. Wells, Athens.
 Executive Committee—E. J. Rodgers, Port Huron; L. A. Seltzer, Detroit; S. C. Bull, Hillsdale and H. G. Spring, Unionville.

Michigan Retail Druggists' Association.

President—D. D. Alton, Fremont.
 First Vice-President—J. D. Gillette, Pompeii.
 Second Vice-President—G. C. Leyerer, Bay City.
 Secretary—R. W. Cochrane, Kalamazoo.
 Treasurer—W. C. Wheelock, Kalamazoo.
 Executive Committee—W. C. Kirschgessner, Grand Rapids; Grant Stevens, Detroit; R. A. Abbott, Muskegon; Geo. Davis, Hamilton; D. G. Look, Lowell; C. A. Bugbee, Traverse City.
 Next Meeting—Muskegon.

Grand Rapids Drug Club.

President—Wm. C. Kirchgessner.
 Vice-President—E. D. De La Mater.
 Secretary and Treasurer—Wm. H. Tibbs.
 Executive Committee—Wm. Quigley, Chairman; Henry Riechel, Theron Forbes.

Plans Adopted by Druggists To Promote Prosperity.

August is the great month for vacations. If you have done no vacation advertising this is a good time to do some; or if you have, this is also a good time to do more. I suggest that you run a brief advertisement like this in any local medium that is available. If you can do no better you can at least have some such notice in the window:

Going On a Vacation?

Call at the Practical Drug Store,
 411 Good Health Ave.,

before you go and receive a free gift that you will be glad to take along.

Now your free gift may take the form of paper drinking cups, with your advertisement thereon, or an advertising fan, a sample of your cold cream or anything useful to the vacationist that you feel you can afford. A firm in Boston has brought out an inexpensive package containing soap, paper towel, paper drinking cup and toilet paper. This would be an excellent thing to use, especially as it carries your advertisement.

The main thing is that the offer brings people to your store and once there you have a chance to sell them something else. There are all sorts of things in your store, from cigars to soaps, that a person might like to take along on a vacation trip. And they have to buy them somewhere. And don't forget to tell those people who do avail themselves of your offer to come in again when they get back and let you see how brown

they got, or how much they gained, or how many fish they caught.

Interesting the children is always a good idea and it occurs to me that you can utilize the vacation season to make an appeal to the little folks. Offer a prize to the boy under 12 years of age, who brings you the best story of his vacation. Have another prize for the girls. The story must be brought to the store by the writer, of course. Have some small gift you can offer for each vacation story of merit. I need not wink the other eye—like a Campbell Kid—when I suggest that the stories will pretty much all be meritorious! You can have a second or third prize, of course, if you wish. And when the contest is over, which would be on a date announced with the offer, the prize winners' names should be displayed in one of your show windows. If you can get a photo of each, so much the better. And do not forget to have a list of the "also rans." Instead of a story of vacation you can make the offer for the most praiseworthy act which any boy or girl performed during the summer, enumerating a list of suggestions showing what you mean.

Most drug stores sell souvenir post cards. There is good profit in them even at one cent, but it is much better to carry better cards that sell for more money. More profit with less time taken in the transaction. In the matter of local view cards one way to improve the value, and by the same token the salability, of a card is to give a better description of the picture. In my travels over the country I have been repeatedly struck by this omission. Cards that would otherwise be very interesting are passed by because they do not contain a few brief words of explanation. Here, for instance, in my collection is a card depicting "Old Chain Bridge, Newburyport, Mass." Who would not be interested to know and much more likely to buy the card if they were told this was the first suspension bridge in this country, with the date of its building, and that the chains were hand-forged of Norway iron? Then here is "Boatswain Allen's House, Newcastle, N. H." Well, who was Boatswain Allen, anyway, and why should we desire a picture of his house? I give it up and so did the salesgirl who took my money. We can not all be historians; the cards should help us. And are we not told of the great educational value of the post card? Bits of information like

this will help to sell cards that would otherwise be quite uninteresting.

Right here I am reminded of an instance where post cards helped to build up a run down drug store. It was in the early days of the souvenir card, when they were universally sold at two for a nickel. I came upon a drug store in a New England city where there was a fine display of post cards and they were offered at one cent each. I mildly remonstrated with the druggist for starting cut prices so early in the game. He explained that the store was an old one and badly run down. He had purchased it, refitted it handsomely and made it an up-to-date store in every way. But he said it had been formerly a great loafing place and ladies had gotten out of the habit of coming there. (It had been a store where the principal and frequent prescription filled was "Spiritus Frumenti Q. S.") This was the cause of the loafing.) He put out this line of cards at a penny to attract the ladies back to the store, and it proved a great help.

Following out the idea of local view cards, you can perhaps do a good bit of advertising if your store is located in some large block or in some square or other location that will permit of a good view. Have a card made up, giving it the proper title. Say nothing in the title about your store. But when the view is taken see to it that your store shows up well. A good card has "The Academy of Music" in a Western town. The drug store has a bright colored awning on which is lettered plainly the name of the firm, drugs, toilet articles, soda, ice cream. The name and number of the street are shown in the overhanging border. Now, if you can approximate something like this, put it with your other cards and let it sell as it will. When a customer has picked out several cards and you are placing them in the envelope, slip one of these cards containing a picture of your store into the envelope if they have not already selected one. Call their attention to the fact that you are giving them an extra card. Say nothing about what card it is. The customer will be pleased with the courtesy and the card will go on its way advertising your store.

Waterproof Hat Varnishes.

The best of these depend for their effectiveness upon the admixture of inflammable solvents, such as ether, benzole, toluol, etc., so that care is required in their employment.

Sandarac 1 oz.
 Mastic 100 grs.
 Ether 10 ozs.
 Benzole 2 to 8 ozs.

Dissolve the gums in the ether and add the benzole a little at a time, shaking well on each addition, until the desired consistency is obtained.

Another, that gives a more pliable and elastic varnish, is:

Sandarac 40 gms.
 Canada balsam 10 gms.
 Ether 500 gms.
 Benzole 240 gms.

Mentholated Face Lotion.

1.

Menthol 12 to 30 grs.
 Oil bergamot 15 to 30 min.
 Glycerin 4 drs.
 Alcohol 1¼ ozs.
 Ammon. carb. 3 grs.
 Tinct. cudbear q. s.
 Water, make 1 pt.

Dissolve the menthol and oil of bergamot in the alcohol, add the glycerin, and then the water in which the ammonium carbonate has been dissolved. Filter through magnesium carbonate and add enough tincture of cudbear to color.

2.

Menthol 12 to 30 grs.
 Oil lavender 6 min.
 Po. tragacanth 30 grs.
 Glycerin ½ oz.
 Alcohol 1¼ ozs.
 Ammonium carbonate 10 grs.
 Tinct. cudbear q. s.
 Water, to make 1 pt.

Dissolve the menthol and oil of lavender in the alcohol, add the tragacanth and glycerin, then add the water in which the ammonium carbonate has been dissolved. Shake vigorously until a smooth mixture is obtained, and then color with the tincture of cudbear.

A more reddish color, bordering on purple, will be obtained by using carmine in the place of cudbear.

Rouge For the Face.

Zinc oxide 2½ ozs.
 Bismuth subnitrate 2½ ozs.
 Aluminum plumbate 2½ ozs.
 Eosin 1 dr.
 Essence bouquet 2 drs.
 Camphor 6 drs.
 Oil peppermint 20 min.
 Almond oil, sufficient.

Dissolve the eosin in the essence bouquet and mix with the camphor and oil of peppermint; add the powders and make into a paste of the desired consistency with the almond oil.

For a dry rouge first prepare a base of 4 drachms of cornstarch and 6 drachms of powdered white talcum. To color dissolve 10 grains of carminolin No. 1 in 4 drachms of water; mix this quantity intimately with 6 drachms of the base and dry. The product may be powdered or put into tablet form by mixing with a little syrup and drying.

Testing Paris Green.

Best Paris green is of a light green color and flows smoothly when poured, while a poor grade is dark green and clings in masses like flour. Always buy a brand which you have formerly sold and know that it gave satisfaction. If this is not possible, then personally examine the goods and decide by the above tests.

Birth is an accident from which some men never recover.

DRUG STORE FOR RENT

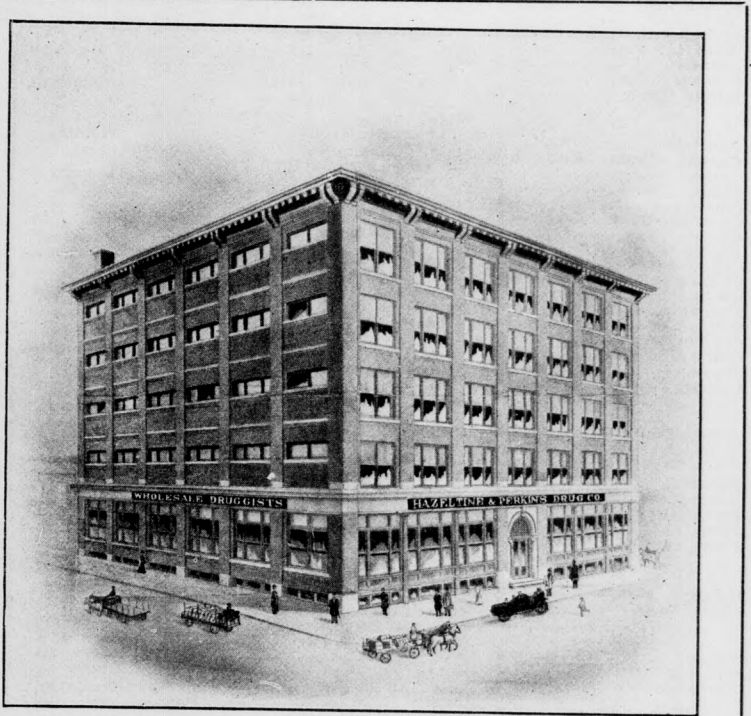
Best location in Middleville, a thrifty town supported by an excellent farming community. First time in fifty years when there has been only one drug store in the town. Enquire of

DR. L. P. PARKHURST,
 89 Monroe Ave., Grand Rapids.

WHOLESALE DRUG PRICE CURRENT

Table listing various drugs and their prices, including sections for Acidum, Ammonia, Aniline, Baccae, Balsamum, Cortex, Extractum, Ferru, Flora, Folia, Gummi, Magnesia, Oleum, Herba, and Syrupus.

Table listing various oils and tinctures, including sections for Oils, Tinctures, and other medicinal preparations.



Our Home—Corner Oakes and Commerce

We solicit your orders for Soda Fountain Supplies Crushed Fruits, Syrups, Etc. Also Tables, Chairs, Stools, Holders, Spoons, Glasses and Utensils. Our stock is complete. Respectfully, Grand Rapids. HAZELTINE & PERKINS DRUG CO.

Four Kinds of Coupon Books

Are manufactured by us and all sold on the same basis, irrespective of size, shape or denomination. Free samples on application.

TRADESMAN COMPANY, Grand Rapids, Mich.

GROCERY PRICE CURRENT

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

Table with 2 columns: Item (California Hams, Flour, Cheese, Carbon Oils) and Category (ADVANCED).

Table with 2 columns: Item (Raisins, Rolled Oats) and Category (DECLINED).

Index to Markets By Columns

Large index table listing various grocery items (Ammonia, Axle Grease, Baked Beans, etc.) and their corresponding column numbers (1, 2, 3, 4, 5).

Table 1: Grocery items and prices under column 1, including Ammonia, Axle Grease, Baked Beans, Bath Brick, Bluing, Breakfast Food, Brooms, Brushes, Butter Color, Candles, Canned Goods, Carbon Oils, Catsup, Cheese, Chewing Gum, Chicory, Chocolate, Cider, Sweet, Clothes Lines, Cocoa, Coconut, Coffee, Confections, Cracked Wheat, Crackers, Cream Tartar, Dried Fruits, Farinaceous Goods, Fishing Tackle, Flavoring Extracts, Flour and Feed, Fruit Jars, Gelatine, Grain Bags, Herbs, Hides and Pelts, Horse Radish, Jelly, Jelly Glasses, Mapleine, Mince Meats, Molasses, Mustard, Nuts, Olives, Pickles, Pipes, Playing Cards, Potash, Provisions, Rice, Rolled Oats, Salad Dressing, Saleratus, Sal Soda, Salt, Salt Fish, Salt Fish, Seeds, Shoe Blacking, Snuff, Soap, Soda, Spices, Starch, Syrups, Table Sauces, Tea, Tobasco, Twine, Vinegar, Wicking, Woodenware, Wrapping Paper, and Yeast Cake.

Table 2: Grocery items and prices under column 2, including Clams, Clam Bouillon, Corn, French Peas, Gooseberries, Hominy, Lobster, Mackerel, Mustard, Soused, Tomat, Mushrooms, Oysters, Plums, Peas, Peaches, Pineapple, Pumpkin, Raspberries, Salmon, Sardines, Shrimps, Sucetash, Strawberries, Tomatoes, Carbon Oils, Catsup, and Cheese.

Table 3: Grocery items and prices under column 3, including Chewing Gum, American Flag Spruce, Beam's Pepsin, Best Pepsin, Black Jack, Largest Gum (white), O. K. Pepsin, Red Robin, Sen Sen, Sen Sen Breath Perf., Spearmint, Yucatan, Zeno, Chicory, Chococolate, Glycerin, Premium, Caracac, Walter M. Lowney Co., Premium, Cider, Sweet, Regular barrel, Trade barrel, Baked, Hard, per gal., Clothes Line, Baker's, Cleveland, Colonial, Epps, Huyler, Lowney, Lowney, Lowney, Van Houten, Van Houten, Van Houten, Wilber, Wilber, Cocoanut, Dunham's, 1/2s, 5lb. case, 1/4s, 15lb. case, 1/2s, 15lb. case, 1/4s, 15lb. case, 1/2s, 15lb. case, Bulk, pails, Bulk, barrels, Coffees, Roasted, Rio, Santos, Maracalbo, Mexican, Guatemala, Java, Mandling, Aukola, Mocha, Short Bean, Long Bean, H. L. O. G., Bogota, Fair, Fancy, Exchange Market, Steady Spot Market, Strong Package, New York Basis, Arbuckle, Lion, McLaughlin's XXXX, McLaughlin's XXXX sold to retailers only, Mail all orders direct to W. F. McLaughlin & Co., Chicago, Extract, Holland, 1/2 gro boxes, Felix, 1/2 gross, Hummel's foil, 1/2 gro., Hummel's tin, 1/2 gro.

Table 4: Grocery items and prices under column 4, including Confections, Stick Candy, Standard, Standard H H, Standard Twist, Jumbo, 32 lb., Extra H H, Boston Cream, Big stick, 30 lb. case, Mixed Candy, Grocers, X L O, Special, Conserve, Royal, Ribbon, Broken, Cut Loaf, Leader, Kindergarten, French Cream, Hand Made Cream, Premio Cream mixed, Paris Cream Bon Bons, Fancy-In Pails, Gypsy Hearts, Coco Bon Bons, Fudge Squares, Peanut Squares, Sugared Peanuts, Salted Peanuts, Starlight Kisses, Lozenges, plain, Champion Chocolate, Eclipse Chocolates, Eureka Chocolates, Champion Gum Drops, Anise Squares, Lemon Sours, Imperials, Hal, Cream Bon Bons, Golden Waffles, Red Rose Gum Drops, Auto Kisses, Coffy Toffy, Molasses Mint Kisses, Fancy-In 5lb. Boxes, Old Fashioned Molasses Kisses 10lb. bx., Orange Jellies, Lemon Sours, Old Fashioned Horehound drops, Peppermint Drops, Champion Choc Drops, H. M. Choc. Lt. and Dark No. 12, Bitter Sweets, Brilliant Gums, Cryo, A. A. Licorice Drops, Lozenges, printed, Lozenges, plain, Imperials, Mottos, Cream Bar, G. M. Peanut Bar, Hand Made Crms, Cream Wafers, String Rock, Wintergreen Berries, Pop Corn, Cracker Jack, Giggles, 5c pkg. cs., Fan Corn, 50's, Azulikit 100s, Oh My 100s, Cough Drops, Putnam Mental, Smith Bros., Nuts-Whole, Almonds, Tarragona, Almonds, Drake, Almonds, California, soft shell, Brazil, Filberts, Cal. No. 1, Walnuts, sft shell, Walnuts, Marbot, Table nuts, fancy, Pecans, medium, Pecans, ex. large, Pecans, jumbos, Hickory Nuts, per bu., Ohio, new, Cocoanuts, Chestnuts, New York State, per bu., Shelled, Spanish Peanuts, Pecan Halves, Walnut Halves, Filbert Meats, Alicante Almonds, Jordan Almonds, Peanuts, Fancy H P Suns, Roasted, Choice, raw, H. P. Jumbo, Sugar, Cracked Wheat, Bulk, 24 2lb. pkgs., Crackers, National Biscuit Company, Brands, Butter, N. B. C. Sq. bbl. 7 bx., Seymour, Rd. bbl. 7 bx., Soda, N. B. C. boxes, Premium, Select, Saratoga Flakes, Zephyrette, Oyster, N. B. C. Picnic boxes, Gem, boxes, Shell.

Table 5: Grocery items and prices under column 5, including Sweet Goods, Animals, Atlantic, Atlantic, Assorted, Avena Fruit Cakes, Bonnie Doon Cookies, Bonnie Lassies, Bonnie Shortbread, Brittle, Brittle Fingers, Bumble Bee, Cartwheels Assorted, Chocolate Drops, Chocolate Drip Centers, Choc. Honey Fingers, Circle Honey Cookies, Cracknels, Coconut Taffy Bar, Coconut Drops, Coconut Macaroons, Coconut Hon. Fingers, Coffee Cakes, Coffee Cakes, Iced, Crumpets, Diana Marshmallow Cakes, Dinner Biscuit, Dixie Sugar Cookies, Domestic Cakes, Eventide Fingers, Family Cookies, Fig Cake Assorted, Fig Newtons, Florabel Cakes, Fluted Coconut Bar, Frosted Creams, Frosted Ginger Cookie, Fruit Lunch, Iced, Gala Sugar Cakes, Ginger Gems, Iced, Graham Crackers, Ginger Snaps Family, Ginger Snaps N. B. C. Round, Ginger Snaps N. B. C. Square, Hippodrome Bar, Honey Cake, N. B. C., Honey Fingers As. Ice, Honey Jumbles, Iced, Honey Jumbles, Plain, Honey Flake, Household Cookies, Household Cookies, Iced, Imperial, Jonnie, Jubilee Mixed, Kream Klips, Leap Year Jumbles, Lemon Biscuit Square, Lemon Thins, Lemon Wafers, Lemona, Mace Cakes, Mary Ann, Marshmallow Coffee, Cake, Marshmallow Walnuts, Medley Pretzels, Molasses Cakes, Molasses Cakes, Iced, Molasses Fruit Cookies, Iced, Molasses Sandwich, Mottled Square, Oatmeal Crackers, Orange Gems, Orange Sponge Layer Cakes, Penny Assorted, Peanut Gems, Picnic Mixed, Pineapple Wafers, Pretzels, Hand Made, Pretzelettes, Hand Md., Pretzelettes, Mac. Md., Raisin Cookies, Raisin Gems, Raspberry Cakes, Revere, Assorted, Rittenhouse Fruit Biscuit, Royal Lunch, Royal Toast, Rube, Shortbread Squares, Spiced Currant Cakes, Spiced Ginger Cakes, Spiced Ginger Cks Iced, Sugar Fingers, Sugar Cakes, Sugar Crimp, Sugar Squares, large or small, Sultana Fruit Biscuit, Sunnyside Jumbles, Superba, Sponge Lady Fingers, Triumph Cakes, Vanilla Wafers, Wafer Jumbles cans, Waverly, In-er Seal Goods, Albert Biscuit, Animals, Arrowroot Biscuit, Baronet Biscuit, Bremmer's Butter, Wafers, Cameo Biscuit, Cheese Sandwich, Chocolate Wafers, Coconut Dainties, Dinner Biscuits, Faust Oyster, Fig Newton, Five O'clock Tea, Protana, Fruit Cake, Ginger Snaps, N. B. C.

Graham Crackers, Red	
Label	1 00
Lemon Snaps	50
Oatmeal Crackers	1 00
Old Time Sugar Cook	1 00
Oval Salt Biscuit	1 00
Oysterettes	50
Premium Sodas	1 00
Pretzettes, Hd. Md.	1 00
Royal Toast	1 00
Rykon Biscuit	1 00
Saltine Biscuit	1 00
Saratoga Flakes	50
Social Tea Biscuit	1 00
Sultana Fruit Biscuit	1 50
Soda Crackers N. B. C.	1 00
Soda Crackers Select	1 00
S. S. Butter Crackers	1 50
Unedea Biscuit	50
Unedea Jinjer Wayfer	1 00
Unedea Lunch Biscuit	50
Vanilla Wafers	1 00
Water Thin Biscuit	1 00
Zu Zu Ginger Snaps	50
Zwieback	1 00
Other Package Goods	
Barnum's Animals	50
Chocolate Tokens	2 50
American Beauty	50
Ginger Snaps	2 50
Butter Crackers, NBC	2 50
family package	2 50
Soda Crackers, NBC	2 50
family package	2 50
In Special Tin Packages.	
Per doz.	
Festino	2 50
Minaret Wafers	1 00
Nabisco, 25c	2 50
Nabisco, 10c	1 00
Champagne Wafer	2 50
Per tin in bulk	
Sorbetto	1 00
Nabisco	1 75
Festino	1 50
Bent's Water Crackers	1 40
CREAM TARTAR	
Barrels or drums	33
Boxes	34
Square Cans	36
Fancy caddies	41
DRIED FRUITS	
Apples	
Evapor'd, Fancy bulk	9
Evapor'd, Fancy pkg.	10 1/2
Apricots	
California	14@15
Citren	
Corsican	16
Currants	
Imp'd 1 lb. pkg.	9 1/2
Imported bulk	9 1/2
Peaches	
Muir's—Choice, 25 lb. b	9
Muir's—Fancy, 25 lb. b	10
Fancy, Peeled, 25 lb. b	18
Peel	
Lemon, American	12 1/2
Orange, American	12 1/2
Raisins	
Connosiar Cluster 1 lb.	17
Dessert Cluster, 1 lb.	21
Loose Muscatels 3 Cr	7 1/2
Loose Muscatels 4 Cr	8
L. M. Seeded, 1 lb. 7@7 1/2	
California Prunes	
90-100 25lb. boxes	7
80-90 25lb. boxes	7 1/2
70-80 25lb. boxes	7 1/2
60-70 25lb. boxes	8
50-60 25lb. boxes	8 1/2
40-50 25lb. boxes	9 1/2
FARINACEOUS GOODS	
Beans	
Dried Lima	7 1/2
Med. Hand Picked	3 10
Brown Holland	3 25
Farina	
25 lb. packages	1 50
Bulk, per 100 lbs.	4 00
Original Holland Rusk	
Packed 12 rolls to container	
5 containers (36) rolls 2 85	
5 containers (60) rolls 4 75	
Hominy	
Pearl, 100 lb. sack	2 00
Maccaroni and Vermicelli	
Domestic, 10 lb. box	60
Imported, 25 lb. box	2 50
Pearl Barley	
Chester	5 00
Empire	5 25
Peas	
Green, Wisconsin, bu.	
Green, Scotce, bu.	3 00
Split, lb.	4 1/2
Sage	
East India	6
German, sacks	6
German, broken pkg.	
Tapioca	
Flake, 100 lb. sacks	6
Pearl, 130 lb. sacks	6
Pearl, 36 pkgs.	2 25
Minute, 36 pkgs.	2 75
FISHING TACKLE	
1/4 to 1 in.	6
1/4 to 2 in.	7
1/4 to 2 in.	9
1 1/2 to 2 in.	11
2 in.	15
3 in.	20

Cotton Lines	
No. 1, 10 feet	5
No. 2, 15 feet	7
No. 3, 15 feet	9
No. 4, 15 feet	10
No. 5, 15 feet	11
No. 6, 15 feet	12
No. 7, 15 feet	15
No. 8, 15 feet	18
No. 9, 15 feet	20
Linen Lines	
Small	20
Medium	26
Large	34
Poles	
Bamboo, 14 ft., per doz.	55
Bamboo, 16 ft., per doz.	60
Bamboo, 18 ft., per doz.	80
FLAVORING EXTRACTS	
Jennings D C Brand	
Terpeness Extract Lemon	
No. 1 F Box, per doz.	75
No. 2 F Box, per doz.	90
No. 3 F Box, per doz.	1 75
No. 4 F Box, per doz.	1 75
2 oz. Flat, F M per dz.	1 50
Jennings D C Brand	
Extract Mexican Vanilla	
No. 1 F Box, per doz.	90
No. 2 F Box, per doz.	1 40
No. 3 F Box, per doz.	2 25
No. 3 Taper, per doz.	2 00
2 oz. Flat F M per dz.	2 00
FLOUR AND FEED	
Grand Rapids Grain & Milling Co.	
Winter Wheat.	
Purity Patent	5 70
Sea lof Minnesota	5 80
Sunburst	5 80
Wizard Flour	5 40
Wizard Graham	5 60
Wizard Gran. Meal	4 60
Wizard Buckwheat	6 90
Rye	5 00
Valley City Milling Co.	
Lily White	5 70
Light Loaf	5 10
Graham	2 50
Granena Health	2 60
Gran. Meal	2 10
Bolted Med.	2 00
Volgt Milling Co.	
Graham	5 10
Volgt's Crescent	5 80
Volgt's Flourolgt	5 80
Volgt's Hygienic	5 10
Volgt's Royal	6 20
Watson-Higgins Milling Co.	
Perfection Flour	5 70
Tip Top Flour	5 30
Golden Sheaf Flour	5 00
Marshall's Best Flour	5 45
Worden Grocer Co.	
Quaker, paper	5 20
Quaker, cloth	5 30
Spring Wheat.	
Roy Baker	
Golden Horn, family	5 50
Golden Horn, bakers	5 50
Wisconsin Rye	4 25
Judson Grocer Co.	
Ceresota, 1/2s	6 50
Ceresota, 3/4s	6 40
Ceresota, 1/2s	6 30
Lemon & Wheeler	
Wingold, 1/2s	6 25
Wingold, 3/4s	6 15
Wingold, 1/2s	6 05
Worden Grocer Co.	
Laurel, 1/2s cloth	6 50
Laurel, 1/2s cloth	6 40
Laurel, 1/2s paper	6 30
Laurel, 1/2s cloth	6 30
Wykes & Co.	
Sleepy Eye, 1/2s cloth	6 40
Sleepy Eye, 1/2s cloth	6 30
Sleepy Eye, 1/2s cloth	6 20
Sleepy Eye, 1/2s paper	6 20
Sleepy Eye, 1/2s paper	6 20
Meal	
Bolted	4 40
Golden Granulated	4 60
Wheat	
Red	1 00
White	99
Oats	
Michigan carlots	55
Less than carlots	57
Corn	
Carlots	78
Less than carlots	80
Hay	
Carlots	16 00
Less than carlots	18 00
Feed.	
Street Car Feed	33
No. 1 Corn & Oat Feed	33
Cracked corn	32
Coarse corn meal	32
FRUIT JARS.	
Mason, pts. per gro.	4 75
Mason, 3. per gro.	5 10
Mason, 1/2 gal. per gro.	7 35
Mason, can tops, gro.	1 40
GELATINE	
Cox's, 1 doz. large	1 75
Cox's, 1 doz. small	1 00
Knox's Sparkling, doz.	1 25
Knox's Sparkling, gr.	1 40
Nelson's	1 50
Knox's Acidu'd. doz.	1 25
Oxford	75
Plymouth Rock, Phos.	1 25
Plymouth Rock, Plain	90

GRAIN BAGS	
Broad Gauge	18
Amoskeag	19
HERBS	
Sage	15
Hops	15
Laurel Leaves	15
Senna Leaves	25
HIDES AND PELTS	
Hides	
Green, No. 1	10 1/2
Green, No. 2	9 1/2
Cured, No. 1	12
Cured, No. 2	11
Calfskin, green, No. 1	13
Calfskin, green, No. 2	11 1/2
Calfskin, cured, No. 1	14
Calfskin, cured, No. 2	12 1/2
Pelts	
Old Wool	@ 30
Lambs	10@25
Shearlings	10@25
Tallow	
No. 1	@ 5
No. 2	@ 4
Wool	
Unwashed, med.	@ 20
Unwashed, fine	@ 15
HORSE RADISH	
Per doz.	90
JELLY	
5lb. pails, per doz.	2 40
15lb. pails, per pail	60
30lb. pails, per pail	1 05
JELLY GLASSES	
1/2 pt. in bbls, per doz.	15
1/2 pt. in bbls, per doz.	16
8 oz. capped in bbls,	18
per doz.	
MAPLEINE	
2 oz. bottles, per doz.	3 00
MINCE MEAT	
Per case	2 85
MOLASSES	
New Orleans	
Fancy Open Kettle	42
Choice	35
Good	22
Fair	20
Half barrels 2c extra	
MUSTARD	
1/4 lb. 6 lb. box	16
OLIVES	
Bulk, 1 gal. kegs 1 05@1 15	
Bulk, 2 gal. kegs 90@1 05	
Bulk, 5 gal. kegs 90@1 00	
Stuffed, 5 oz.	90
Stuffed, 8 oz.	1 35
Stuffed, 1 4oz.	2 25
Pitted (not stuffed)	
14 oz.	2 25
Manzanilla, 8 oz.	30
Lunch, 10 oz.	1 95
Lunch, 16 oz.	2 25
Queen, Mammoth, 19	3 75
oz.	3 75
Queen, Mammoth, 28	5 25
oz.	5 25
Olive Chow, 2 doz. cs,	
per doz.	2 25
PICKLES	
Medium	
Barrels, 1,200 count	6 75
Half bbls., 600 count	4 00
5 gallon kegs	1 90
Small	
Barrels	8 25
Half barrels	4 65
5 gallon kegs	2 25
Gherkins	
Barrels	18 10 1/2
Half barrels	9 50
5 gallon kegs	3 25
Sweet Small	
Barrels	14 50
Half barrels	8 00
5 gallon kegs	3 25
PIPES	
Clay, No. 216, per box 1 75	
Clay, T. D., full count 60	
Cob	90
PLAYING CARDS	
No. 90, Steamboat	75
No. 15, Rival, assorted 1 25	
No. 20, Rover, enam'd 1 50	
No. 572, Special	1 75
No. 98 Golf, satin fin. 2 00	
No. 808, Bicycle	2 00
No. 632, Tourn't whist 2 25	
POTASH	
Babbitt's	4 00
PROVISIONS	
Barreled Pork	
Clear Back	20 00@21 00
Short Cut Clear 18 50@19 00	
Bean	17 00@17 50
Brisket, Clear	23 00
Pig	23 00
Clear Family	26 00
Dry Salt Meats	
S P Bellies	13
Lard	
Pure in tierces	11 1/2@12
Com: out d Lard	9@9 1/2
80 lb. tubs	advance 1/2
60 lb. tubs	advance 1/2
50 lb. tins	advance 1/2
20 lb. pails	advance 1/2
10 lb. pails	advance 1/2
5 lb. pails	advance 1/2
8 lb. pails	advance 1/2

Smoked Meats	
Hams, 12 lb. av. 15 @15 1/2	
Hams, 14 lb. av. 14 @14 1/2	
Hams, 16 lb. av. 14 1/2 @14 3/4	
Hams, 18 lb. av. 14 @14 1/2	
Skinned Hams	15 @15 1/2
Ham, dried beef	20 @20 1/2
California Hams 10 1/2 @10 1/2	
Picnic Botted Hams	15
Botted Hams	23 @23 1/2
Minced Ham	11 1/2 @12
Bacon	13 1/2 @14
Sausages	
Bologna	8
Liver	7 1/2 @ 8
Frankfort	9 @ 9 1/2
Pork	11
Veal	11
Tongue	11
Headcheese	9
Beef	
Boneless	14 00
Rump, new	15 00
Pig's Feet	
1/2 bbls.	95
3/4 bbls., 40 lbs.	1 90
1/2 bbls.	3 75
1 bbl.	8 00
Tripe	
Kits, 15 lbs.	90
1/2 bbls., 40 lbs.	1 60
3/4 bbls., 80 lbs.	3 00
Casings	
Hogs, per lb.	35
Beef, rounds, set	16
Beef, middles, set	60
Sheep, per bundle	80
Uncolored Butterline	
Solid Dairy	12 @16
Country Rolls	12 1/2 @18
Canned Meats	
Corned beef, 2 lb.	3 50
Corned beef, 1 lb.	1 85
Roast beef, 2 lb.	3 50
Roast beef, 1 lb.	1 85
Potted Ham, 1/2s	45
Potted Ham, 1/4s	90
Deviled Ham, 1/2s	45
Deviled Ham, 1/4s	90
Potted Tongue, 1/2s	45
Potted Tongue, 1/4s	90
RICE	
Fancy	6 @ 6 1/2
Japan Style	5 @ 5 1/2
Broken	3 1/2 @ 4 1/4
ROLLED OATS	
Rolled Avena, bbls.	5 75
Steel Cut, 100 lb. sks. 3 00	
Monarch, bbls.	5 50
Monarch, 90 lb. sacks 2 00	
Quaker, 18 Regular	1 45
Quaker, 20 Family	1 40
SALAD DRESSING	
Columbia, 1/2 pt	2 25
Columbia, 1 pint	4 00
Durkee's, large, 1 doz. 4 50	
Durkee's, small, 2 doz 5 25	
Snider's, large, 1 doz. 2 35	
Snider's, small, 2 doz. 1 35	

Special Price Current

12

13

14

Banner, 5c 5 96
 Banner, 8 oz. 1 60
 Banner, 16 oz. 3 20
 Belwood Mixture, 10c 94
 Big Chief, 2 1/2 oz. ... 6 00
 Big Chief 16 oz. 30
 Bull Durham, 5c 5 90
 Bull Durham, 10c 10 80
 Bull Durham, 15c 18 48
 Bull Durham, 8 oz. ... 60
 Bull Durham, 16 oz. ... 6 72
 Buck Horn, 5c 5 76
 Buck Horn, 10c 11 50
 Briar Pipe, 5c 6 00
 Briar Pipe, 10c 12 00
 Black Swan, 5c 5 76
 Black Swan, 14 oz. ... 3 50
 Bob White, 5c 5 90
 Brotherhood, 5c 5 95
 Brotherhood, 10c 11 00
 Brotherhood, 16 oz. ... 39
 Carnival, 5c 5 70
 Carnival, 10c 11 40
 Carnival, 16 oz. 39
 Cigar Clip'g Johnson 30
 Cigar Clip'g Seymour 30
 Identity, 8 & 16 oz. ... 30
 Darby Cigar Cuttings 4 50
 Continental Cubes, 10c 90
 Corn Cake, 14 oz. 2 55
 Corn Cake, 7 oz. 1 45
 Corn Cake, 5c 5 76
 Cream, 50c pails 4 60
 Cuban Star, 5c foil ... 5 76
 Cuban Star, 16 oz pails 3 72
 Chips, 10c 10 20
 Dills Best, 1 1/2 oz. ... 79
 Dills Best, 3 1/2 oz. ... 77
 Dills Best, 16 oz. 73
 Dixie Kid, 1 1/2 oz. ... 39
 Duke's Mix, 5c 5 76
 Duke's Mix, 10c 11 52
 Duke's Cameo, 1 1/2 oz. 41
 Drum, 5c 5 90
 F F A 3 oz. 4 95
 F F A, 7 oz. 11 50
 Fashion, 5c 6 00
 Fashion, 16 oz. 43
 Five Bros., 5c 5 60
 Five Bros., 19c 10 70
 Five cent cut Plug ... 29
 F O B 10c 11 59
 Four Roses, 10c 96
 Full Dress, 1 1/2 oz. ... 72
 Glad Hand, 5c 1 44
 Gold Block, 1 1/2 oz. ... 39
 Gold Block, 10c 11 38
 Gold Star, 16 oz. 73
 Gail & Ax Navy, 5c ... 5 95
 Growler, 5c 4 56
 Growler, 10c 2 70
 Growler, 20c 2 63
 Giant, 5c 1 55
 Giant, 16 oz. 33
 Hand Made, 2 1/2 oz. ... 50
 Hazel Nut, 5c 5 76
 Honey Dew, 1 1/2 oz. ... 40
 Honey Dew, 10c 11 88
 Hunting, 1 1/2 & 3 1/2 oz. 38
 I X L, 5c 6 10
 I X L, in pails 32
 Just Suits, 5c 6 00
 Just Suits, 10c 11 88
 Kiln Dried, 25c 2 45
 King Bird, 7 oz. 25 20
 King Bird, 3 oz. 11 00
 King Bird, 1 1/2 oz. ... 5 70
 La Mark, 5c 5 76
 Little Giant, 1 lb. 28
 Lucky Strike, 1 1/2 oz. 94
 Lucky Strike, 1 1/2 oz. 96
 Le Redo, 3 oz. 10 80
 Le Redo, 8 & 16 oz. ... 38
 Myrtle Navy, 10c 11 80
 Myrtle Navy, 5c 5 94
 Maryland Club, 5c ... 50
 Mayflower, 5c 5 76
 Mayflower, 10c 96
 Mayflower, 20c 1 92
 Nigger Hair, 5c 5 94
 Nigger Hair, 10c 10 50
 Nigger Head, 5c 4 96
 Nigger Head, 10c 8 84
 Noon Hour, 5c 1 44
 Old Colony, 1-12 gro. 11 52
 Old Mill, 5c 5 76
 Old English Curve 1 1/2 oz 96
 Old Crop, 5c 5 76
 Old Crop, 25c 20
 P. S., 8 oz., 30 lb. cs. 19
 P. S., 3 oz. per gro. 5 70
 Pat Hand, 1 oz. 63
 Patterson Seal, 1 1/2 oz. 48
 Patterson Seal, 3 oz. ... 96
 Patterson Seal, 16 oz. 5 00
 Peerless, 5c 5 70
 Peerless, 10c 1 92
 Peerless, 3 oz. 10 20
 Peerless, 7 oz. 23 76
 Peerless, 14 oz. 47 52
 Plaza, 2 gro. cs. 5 76
 Plow Boy, 5c 5 76
 Plow Boy, 10c 11 00
 Plow Boy, 14 oz. 4 50
 Pedro, 10c 11 80
 Pride of Virginia, 1 1/2 77
 Pilot 5c 5 76
 Pilot, 7 oz. doz. 1 05
 Pilot, 14 oz. doz. 2 10
 Prince Albert, 10c ... 96
 Prince Albert, 8 oz. ... 4 92
 Prince Albert, 16 oz. ... 8 40
 Queen Quality, 5c ... 48
 Rob Roy, 5c foil 5 90
 Rob Roy, 10c gross ... 10 20
 Rob Roy, 25c doz. 2 10

Rob Roy, 50c, doz. 4 12
 S. & M., 5c, gross 5 76
 S. & M., 14 oz. doz. ... 3 20
 Soldier Boy, 5c gross 5 95
 Soldier Boy, 10c 10 56
 Sweet Caporal, 1 lb. ... 4 80
 Sweet Lotus, 1 oz. 60
 Sweet Lotus, 5c 6 00
 Sweet Lotus, 10c 12 00
 Sweet Lotus, per doz. ... 4 85
 Sweet Rose, 2 1/2 oz. ... 30
 Sweet Tip Top, 5c 2 00
 Sweet Tip Top, 3 1/2 oz. 38
 Sweet Tips, 1/4 gro 10 08
 Sun Cured, 10c 11 75
 Summer Time, 5c 5 76
 Summer Time, 7 oz. ... 1 65
 Summer Time 14 oz. ... 3 50
 Standard, 2 oz. 5 90
 Standard, 3 1/2 oz. 28
 Standard, 7 oz. 1 68
 Seal N. C., 1 1/2 cut plug 70
 Seal N. C., 1 1/2 Gran 63
 Three Feathers, 1 oz. ... 63
 Three Feathers, 10c 10 20
 Three Feathers and
 Pipe combination ... 2 25
 Tom & Jerry, 14 oz. ... 3 60
 Tom & Jerry, 7 oz. 1 80
 Tom & Jerry, 3 oz. 8 75
 Trout Line, 5c 5 95
 Trout Line, 10c 10 00
 Turkish, Patrol, 2-9 5 76
 Tuxedo, 1 oz. bags ... 48
 Tuxedo, 2 oz. tins ... 96
 Tuxedo, 4 oz. cart ... 64
 Tuxedo, 16 oz tins 64
 Twin Oaks, 10c 94
 Union Leader, 5c 5 36
 Union Leader, 25c ... 2 55
 Union Leader, 10c ... 11 60
 Union Leader, 5c 5 95
 Union Workman, 1 1/2 5 76
 Uncle Sam, 10c 10 20
 Uncle Sam, 8 oz. 2 20
 U. S. Marine, 5c 6 00
 Van Bibber, 2 oz. tin 88
 Velvet, 5c pouch 1 44
 Velvet, 10c tin 1 92
 Velvet, 8 oz tin 3 84
 Velvet, 16 oz. can. ... 7 68
 Velvet, combination cs 5 75
 War Path, 5c 5 95
 War Path, 8 oz. 1 60
 Wave Line, 3 oz. 40
 Wave Line, 16 oz. ... 40
 Way up, 2 1/2 oz. ... 5 75
 Way up, 16 oz. pails ... 31
 Wild Fruit, 5c 5 76
 Wild Fruit, 10c 11 52
 Yum Yum, 5c 6 00
 Yum Yum, 10c 11 52
 Yum Yum, 11b., doz. 4 80

TWINE
 Cotton, 3 ply 21
 Cotton, 4 ply 21
 Jute, 2 ply 14
 Hemp, 6 ply 13
 Flax, medium 24
 Wool, 1 lb. bales 6

VINEGAR
 White Wine, 40 grain 8 1/2
 White Wine, 80 grain 11 1/2
 White Wine, 100 grain 13
 Oakland Vinegar & Pickle
 Co.'s Brands.
 Highland apple cider .18
 Oakland apple cider .14
 State Seal sugar 12
 Oakland white pickling 10
 Packages free.

WICKING
 No. 0, per gross 30
 No. 1, per gross 40
 No. 2, per gross 50
 No. 3, per gross 75

WOODENWARE
Baskets
 Bushels, 5c 1 00
 Bushels, wide band .. 1 15
 Market 40
 Splint, large 3 50
 Splint, medium 3 00
 Splint, small 2 75
 Willow, Clothes, large 8 25
 Willow, Clothes, small 6 25
 Willow, Clothes, me'm 7 25

Butter Plates
 Wire End or Ovals.
 1/4 lb., 250 in crate 30
 1/2 lb., 250 in crate 30
 1 lb., 250 in crate 30
 2 lb., 250 in crate 35
 3 lb., 250 in crate 40
 5 lb., 250 in crate 50

Churns
 Barrel, 5 gal., each 2 40
 Barrel, 10 gal., each 2 55

Clothes Pins
 Round Head.
 4 inch, 5 gross 45
 4 1/2 inch, 5 gross 50
 Cartons, 20 2 1/2 doz. bxs 55

Egg Crates and Fillers
 Humpty Dumpty, 12 dz. 20
 No. 1, complete 40
 No. 2, complete 28
 Case No. 2, fillers, 15
 sets 1 35
 Case, medium, 12 sets 1 15

Faucets
 Cork lined, 8 in. 70
 Cork lined, 9 in. 80
 Cork lined, 10 in. 90

Mop Sticks
 Trojan spring 90
 Eclipse patent spring 85
 No. 1 common 80
 No. 2 pat. brush holder 85
 Ideal No. 7 85
 12lb. cotton mop heads 1 45

Pails
 2-hoop Standard 2 00
 3-hoop Standard 2 35
 2-wire Cable 2 10
 Cedar all red brass 1 25
 3-wire Cable 2 30
 Paper Eureka 2 25
 Fibre 2 40

Toothpicks
 Birch, 100 packages 2 00
 Ideal 85

Traps
 Mouse, wood, 2 holes 22
 Mouse, wood, 4 holes 45
 Mouse, wood, 6 holes 70
 Mouse, tin, 5 holes 65
 Rat, wood 80
 Rat, spring 75

Tubs
 20-in. Standard, No. 1 7 50
 18-in. Standard, No. 2 6 50
 16-in. Standard, No. 3 5 50
 20-in. Cable, No. 1 8 00
 18-in. Cable, No. 2 7 00
 16-in. Cable, No. 3 6 00
 No. 1 Fibre 10 25
 No. 2 Fibre 9 25
 No. 3 Fibre 8 25


Washboards
 Bronze Globe 2 50
 Dewey 1 75
 Double Acme 3 75
 Single Acme 3 15
 Double Peerless 3 25
 Single Peerless 3 25
 Northern Queen 3 25
 Double Duplex 3 00
 Good Luck 2 75
 Universal 3 00

Window Cleaners
 12 in. 1 65
 14 in. 1 85
 16 in. 2 30


Wood Bowls
 13 in. Butter 1 50
 15 in. Butter 2 00
 17 in. Butter 2 75
 19 in. Butter 6 00
 Assorted, 13-15-17 3 00
 Assorted, 15-17-19 4 25

WRAPPING PAPER
 Common Straw 2
 Fibre Manila, white 3
 Fibre Manila, colored 4
 No. 1 Manila 4
 Cream Manila 4
 Butchers' Manila 2 1/2
 Wax Butter, short c't 13
 Wax Butter, full count 20
 Wax Butter, rolls 19

YEAST CAKE
 Magic, 3 doz. 1 15
 Sunlight, 3 doz. 1 00
 Sunlight, 1 1/2 doz. 50
 Yeast Foam, 3 doz. 1 15
 Yeast Cream, 3 doz. 1 00
 Yeast Foam, 1 1/2 doz. 58

AXLE GREASE

 1 lb. boxes, per gross 9 00
 3 lb. boxes, per gross 24 00

BAKING POWDER
 Royal
 10c size .. 90
 1/2 lb. cans 1 35
 5 oz. cans 1 90
 1 lb. cans 2 50
 1/2 lb. cans 3 75
 1 lb. cans 4 80
 1 lb. cans 13 00
 1 lb. cans 21 50

CIGARS
 Johnson Cigar Co.'s Brand

 S. C. W., 1,000 lots 33
 El Portana 31
 Evening Press 32
 Exemplar 32

15

16

17

Worden Grocer Co. Brand
 Ben Hur
 Perfection 35
 Perfection Extras 35
 Londres 35
 Londres Grand 35
 Standard 35
 Puritanos 35
 Panatellas, Finas 35
 Panatellas, Bock 35
 Jockey Club 35

COCOANUT
 Baker's Brazil Shredded



10 5c pkgs., per case 2 60
 36 10c pkgs., per case 2 60
 16 10c and 38 5c pkgs., per case 2 60

COFFEE
 Roasted
 Dwinell-Wright Co.'s B'ds



White House, 1lb.
 White House, 2lb.
 Excelsior, Blend, 1lb.
 Excelsior, Blend, 2lb.

Tip Top, Blend, 1lb.
 Royal Blend
 Royal High Grade
 Superior Blend
 Boston Combination
 Distributed by Judson
 Grocer Co., Grand Rapids;
 Lee & Cady, Detroit; Symons
 Bros. & Co., Saginaw;
 Warner, Jackson; Godsmark,
 Durand & Co., Battle Creek;
 Fielbach Co., Toledo.



Full line of fire and burglar proof safes kept in stock by the Tradesman Company. Thirty-five sizes and styles on hand at all times—twice as many safes as are carried by any other house in the State. If you are unable to visit Grand Rapids and inspect the line personally, write for quotations.

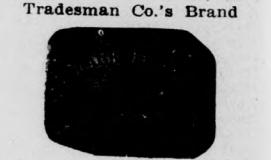
SOAP
 Gowans & Sons Brand.



Single boxes 3 00
 Five box lots 2 95
 Ten box lots 2 90
 Twenty-five box lots 2 85

Lautz Bros. & Co.
 Acme, 30 bars, 75 lbs. 4 00
 Acme, 25 bars, 75 lbs. 4 00
 Acme, 25 bars, 70 lbs. 3 80
 Acme, 100 cakes 3 25

Big Master, 100 blocks 4 00
 German Mottled 3 50
 German Mottled, 5 bxs 3 50
 German Mottled, 10 bx 3 45
 German Mottled, 25 bx 3 40
 Marseilles, 100 cakes 6 00
 Marseilles, 100 cks 5c 4 00
 Marseilles, 100 ck toll 4 00
 Marseilles, 1/2 box toll 2 10



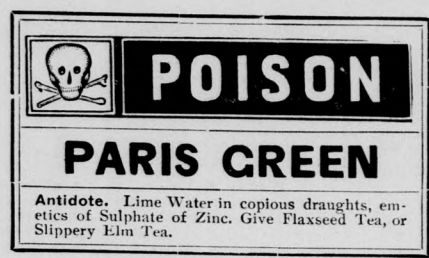
Proctor & Gamble Co.
 Lenox 3 00
 Ivory, 6 oz. 4 00
 Ivory, 10 oz. 6 75
 Star 3 85

Soap Powders
 Snow Boy, 24s family size 3 75
 Snow Boy, 60 5c 2 40
 Gold Dust, 24 large 4 50
 Gold Dust, 100-5c 4 00
 Kirkoline, 24 4lb. 3 80
 Pearlina 3 75
 Soapine 4 00
 Babbitt's 1776 3 75
 Roseine 3 59
 Armour's 3 70
 Wisdom 3 80

Soap Compounds
 Johnson's Fine 5 10
 Johnson's XXX 4 25
 Rub-No-More 3 85
 Nine O'clock 3 30

Scouring
 Enoch Morgan's Sons
 Sapollo, gross lots 9 50
 Sapollo, half gro. lots 4 85
 Sapollo, single boxes 2 40
 Sapollo, hand 2 40
 Scourine Manufacturing Co
 Scourine, 50 cakes 1 80
 Scourine, 100 cakes 3 50

Paris Green Labels



The Paris Green season is at hand and those dealers who break bulk must label their packages according to law. We are prepared to furnish labels which meet the requirements of the law, as follows:

- 100 labels, 25 cents
- 200 labels, 40 cents
- 500 labels, 75 cents
- 1000 labels, \$1.00

Labels sent postage prepaid where cash accompanies order. Orders can be sent through any jobbing house at the Grand Rapids market.

Tradesman Company, Grand Rapids

BUSINESS-WANTS DEPARTMENT

Advertisements inserted under this head for two cents a word the first insertion and one cent a word for each subsequent continuous insertion. No charge less than 25 cents. Cash must accompany all orders.

BUSINESS CHANCES.

Pharmacist-Physician—Situation or location wanted. Address Pharmacist, No. 332, care Tradesman. 332

For Sale—Cheap, practically new, four-drawer, electric National Cash Register. Must be sold to close bankrupt's estate. Fred Maichele, Trustee, 519 Mich. Trust Bldg., Grand Rapids, Mich. 333

For Sale—Brick store and stock of general merchandise, in good railroad town, at half its value. Address No. 329, care Tradesman. 329

If you want to install a system of book-keeping or have any books to audit, send for Lester Ivry, Expert Accountant. Best of references. Lakeview, Michigan. 330

For Sale—Bakery, ice cream, confectionery; property and business, at reasonable price. Enquire J. A. Chamberlain, Newaygo, Michigan. 327

For Sale—Established city drug business. New stock and fixtures. Fine location. Good reasons for selling. Address No. 326, care Michigan Tradesman. 326

For Sale—A good lumbering town in Minnesota touched by two big railroads, plenty of hardwood timber; a good manufacturing plant, main building 40x160 outside of engine room; finishing and packing rooms 36x80 and 40x80 feet; 40-horsepower engine with a new 80-horsepower boiler; dry kilns and office; 400 feet of trackage on railroad; actual cost of above plant is \$40,000 and is equipped with all machinery necessary to modern wood working plant. The whole proposition can be had for \$10,000. Good terms to right party. Investigate. S. R. Fletcher, 311 Michigan Trust Bldg., Grand Rapids. 323

For Sale—Established dry goods, clothing and shoe business. Best corner location in good manufacturing city of 9,000, lower Michigan. Stock \$17,000, can be reduced one-half in 30 days. New lease, \$65 rent. Yearly sales \$34,000. Retiring account of old age. Address "P", care Tradesman. 325

For Sale—Women's ready-to-wear and millinery business at reasonable price in hustling manufacturing city and trading center, Watertown, N. Y. Population 28,000, established thirty years. Double store. Will reduce stock and fixtures to \$5,000 by September 1. Owner must leave city early fall. Address W. K. Sherman, Watertown, N. Y. 324

For Sale—Farm and timber lands, bought and sold in Georgia, surrounding states. Write us what you are in the market for. Weathers Realty Company, Atlanta, Ga. 322

For Sale—Bakery, ice cream and confectionery. Only one in live factory town of 2,000 population. Surrounded by first-class farming country. Doing a big business. Best of reasons for selling. If interested this will bear closest investigation. Address No. 320, care Tradesman. 320

For Sale—Must go at once, a good paying gents' clothing, shoes and furnishing business. Booming town, population 2,000. Two large factories employing 700 men. Good farming community. Invoices about \$4,000. Lots of new buildings going up. Reason for selling other business. Address No. 319, care Tradesman. 319

Auctioneers—We will advertise your stock, arrange it, and sell it at auction at prices that will make you money. Refer you to merchants you know. Correspondence strictly confidential. Owen Cash Sales Company, Lansing, Mich. 317

For Sale—Stock of dry goods, clothing and gents' furnishings in one of the best towns in Northern Michigan. Located right in the fruit belt near Torch Lake. Only exclusive dry goods and clothing store in the place. Brick building, plate glass front, rent reasonable. Modern fixtures. No old stock. Invoice about \$5,000. Address Lock Box 51, Central Lake, Michigan. 334

Cash paid for stock or part stocks of merchandise. Correspondence strictly confidential. Owen Cash Sales Company, Lansing, Mich. 316

For Sale—Gardner Block, Pentwater, Mich., or will put it in and add some cash to a manufacturing plant to be located in it. Building is solid stone and brick and contains about 63,984 square feet floor space, lots 200 and 374 feet. F. O. Gardner. 331

Wanted—Salesman for established shirt and underwear line. H. M. Joyce & Co., 242 Pearl St., Grand Rapids, Michigan. 318

STORE AND OFFICE FIXTURES

SHOWCASES OF EVERY DESCRIPTION, ALL KINDS OF OFFICE DESKS AND CHAIRS, SAFES, COMPUTING SCALES, CASH REGISTERS, BOOKCASES, FILING CABINETS, COFFEE MILLS, SODA FOUNTAINS WITH BACK BARS, COUNTERS AND ALL ACCESSORIES. COMPLETE DRUG STORE AND CONFECTIONERY OUTFITS. WE MAY HAVE IT SECOND-HAND. CALL SEE US AND SAVE MONEY. MICHIGAN STORE & OFFICE FIXTURES CO., 929-931 OTTAWA AVE., N. W., GRAND RAPIDS. 278

Wanted—For cash, stock of general merchandise, clothing or shoes. Address Box 112, Bardolph, Ill. 315

For Sale—At once, art and novelty store in good town of 12,000. A fine growing business. Reason for selling, poor health. Address No. 304, care Tradesman. 304

For Sale—Drug stock located in town of 600 in best farming district in Michigan. Good railroad facilities. For further particulars address No. 301, care Michigan Tradesman. 301

Wanted—To buy interest in drug stock where services of pharmacist are required. Address No. 300, care Michigan Tradesman. 300

For Sale—Cheap, McCaskey, American and Simplex account systems, second-hand. For particulars write A. R. Hensler, Battle Creek, Mich. 299

Salesbooks A Specialty. Specially constructed machinery for that purpose. No need in sending out of the state. Write for samples and prices. Wolverine Salesbook Co., Lansing, Mich. 298

For Sale—Hardware, stove and crockery stock, appraised at \$7,500. Fine location, brick building, reasonable rent. Established 37 years. Splendid opening. Must be sold at once. Best offer takes it. James Gracey, Trustee, Greenville, Mich. 297

C. W. Reimer, Auctioneer. Merchandise and real estate sales a specialty. Write for dates. Arcola, Ill. 277

For Sale—Fine grocery stock, St. Joseph, Michigan. Business established 25 years ago by owner, who wishes to retire. Snap for right party. Address B. O. Greening, 315 Main St., St. Joseph, Mich. 282

Merchants—Save money on your printing. Job work of all kinds. Envelopes, note, letter heads, statements, sales books, tags, etc. Engemann Brothers, Printers, Belding, Mich. 274

Invest in fruit land in great and fertile Arkansas Valley, Colorado, 20 miles east of Pueblo. Tracts 10 acres and up. Railway facilities. Light power and telephone at door. Good terms. Don't fail to investigate. Come and see or write owner, H. F. Sutton, Pueblo, Colorado. 263

Auctioneers—Fifteen years' experience has taught us how to close out any stock at full value. We go anywhere. Ferry & Caukin, 440 S. Dearborn, Chicago, Ill. During July and August address 1546 W. 51 Place, Los Angeles, Calif. 259

Salesmen Attention—For a special or sideline, send for a Northey refrigerator catalog No. 12, 170 pages. It has all kinds of refrigerators for every purpose and can be sold anywhere. Write today. Northey Manufacturing Co., Waterloo, Iowa. 258

Government positions are easy to get. My free booklet X1105 tells how. Write today—Now. Earl Hopkins, Washington, D. C. 214

Will pay cash for stock of shoes and rubbers. Address M. J. O., care Tradesman. 221

I pay cash for stocks or part stocks of merchandise. Must be cheap. H. Kaufer, Milwaukee, Wis. 92

\$10,000 stock general merchandise for sale. Good business, good location, good reasons for selling. A bargain. Address at once, A. H. & M. H. Barnes, Metamora, Mich. 236

For Sale—A good clean stock of variety goods, invoicing about \$2,500. Located in southern part of state. Population 6,000. Shops employing about 1800 men. A live town. Good reasons for selling. Address S, care Michigan Tradesman. 222

Appreciated advertising is the best advertising. Just to convince you and to get acquainted, I'll print your advertisement on 250 lead pencils for \$4; 500 for \$6.75; 1,000 for \$11.50 delivered. The advertisement that stays is the advertisement that pays. Burton S. Osborne, Camden, N. Y. 310

Merchandise sale conductors. A. E. Greene Co., 135 Grand River Ave., Detroit. Advertising furnished free. Write for date, terms, etc. 549

Have good home in Colorado to exchange for stock of merchandise. Please give full information in first letter. Address Lock Box L, Seibert, Colo. 199

Safes Opened—W. L. Slocum, safe expert and locksmith. 97 Monroe Ave., Grand Rapids, Mich. 104

Auctioneers—We have been closing out merchandise stocks for years all over this country. If you wish to reduce or close out, write for a date to men who know how. Address Ferry & Caukin, 440 South Dearborn St., Chicago, Ill. 134

For Sale—One of the freshest stocks of groceries in Michigan and located in the best town in the State. For further particulars address Lock Box 2043, Nashville, Mich. 976

Cash for your business or real estate. I bring buyer and seller together. No matter where located if you want to buy, sell or exchange any kind of business or property anywhere at any price, address Frank P. Cleveland, Real Estate Expert, 1261 Adams Express Building, Chicago, Illinois. 984

HELP WANTED.

Salesman—Experienced salesman wanted, acquainted with dry goods and clothing trade to represent our line of cotton and woolen hosiery and mittens in Upper Peninsula. Goods have established reputation in that section and large list of customers to turn over to right man. May be handled as a side line. References required. Clare Knitting Mills, Saginaw, Mich. 328

Wanted—An experienced shoe salesman for Southwestern Michigan and Northern Indiana. One who is familiar with the trade. Good position for the right man. Address No. 306, care Michigan Tradesman. 306

Wanted—Drug clerk, registered assistant, to begin Aug. 19. References required. Address C. E. Van Avery, Kalamazoo, Mich. 309

Wanted—Two experienced salesmen to represent us in the states of Michigan and Northern Indiana; only those who have an established trade in our line need to apply. No other applications considered. We manufacture a very strong line of workmen's clothing and have an established trade in the state of Michigan. Applicants must come well recommended. A good position for the right party. The Hershey-Rice Mfg. Co., 47 East Chestnut St., Columbus, Ohio. 291

Wanted—Girl cigar-makers, bunch-breakers and rollers. Good wages. Factory conditions finest in country. G. J. Johnson Cigar Co., Grand Rapids, Mich. 290

Wanted—Clerk for general store. Must be sober and industrious and have some previous experience. References required. Address Store, care Tradesman. 242

SITUATIONS WANTED.

Wanted—By young man; position as road salesman with good shoe house. Have had retail experience. Would consider a position as manager of general store, being also experienced in meats and groceries. Willing to start on small salary. Address at once, General, care Tradesman. 321

Want ads. continued on next page.

How About Your PRINTING

THIS question is a very pertinent one for business men, because every day Business Printing takes on added significance as **A FACTOR IN TRADE.**

Time was when any sort of Printing would do, because not much was expected of it, but nowadays Printing is **EXPECTED** to create and transact business. For this reason, good Printing is exceedingly necessary in every line of business.

We have been producing **GOOD** Business Printing for years. We have kept pace with the demand for the **BEST** in printing. As a consequence, our Printing business has grown splendidly. We have been compelled to enlarge shop facilities, to increase equipment quite regularly. We have the requisite mechanical equipment, and with one of the best equipped, as well as the largest Printing establishments in Western Michigan, we are in the very best position to give to the business man the highest standard of **GOOD** Business Printing.

This includes everything, from envelopes to the most elaborate catalogs.

We respectfully solicit your patronage, giving the assurance that all orders will not only be **PROMPTLY EXECUTED**, but the Printing will come to you in that quality of excellence you desire and, withal, at as reasonable a price as it is possible for us, or anyone else, to deliver **GOOD PRINTING.**

Orders by letter or by phone will receive prompt attention, and if you desire, a qualified representative will wait upon you without delay.

Tradesman Company, Grand Rapids

AN INTERESTING PRECEDENT.

A dispatch from Schenectady tells of the commencement of legal proceedings against what is called there the "Municipal Grocery" conducted by the Socialist administration of that city. The proceeding is on the complaint of one David B. Maxwell, a grocer and an ice dealer, who thinks his business is being interfered with and he seeks permanent injunction. The plaintiff alleges that the groceries and produce in this store were not only used by the department of charities and given out to the poor of the city, but that they were sold in competition with the Schenectady dealers at prices which would not leave a living profit for a private dealer. The progress of the case will be watched with interest, not only by every man who keeps a grocery, but by the owners and managers of all other stores. The specific facts in this particular case may give it a local color not carried in the dispatches and may even go to the merits, but the case as reported is at least interesting.

Mayor Shanks, of Indianapolis attracted a good deal of attention to himself and helped boom his canvass and political promotion by buying potatoes and other produce at wholesale and selling it at lower rates than the dealers charged, but that was only political claptrap to show that exorbitant profits were enjoyed in certain lines of business. A grocery store kept by a city is a different proposition and looks more towards permanence. If the city only bought at wholesale for distribution among the poor, public funds were thereby saved, but if it not only bought but sold and went into the grocery business it is a different matter. The other day reference was made to the proposition which finds favor in some quarters for the government ownership of the railroads, telephone, telegraph and other public utility companies. It is but a step, of course, from the government ownership of public utilities to the ownership of the grocery stores, because all deal in necessities which the people must have. Of course if the government can own the grocery stores it can own the dry goods, hardware, jewelry and all other kinds of stores, and if the stores, then the shops, factories, etc. Thereupon the private business man would go out of business and become a government employe. It is one of the things which, perhaps, the people of this country will one day have to decide, whether or not they approve of this procedure.

THE SUBSTITUTION EVIL.

A woman who did most of the family gardening resolved to have a wheel hoe. Imagine her misgivings when her husband brought home a long handled 4-tined affair which was to be dragged over the ground in lieu of the hoe, her husband being persuaded that this was a much more suitable tool for a woman. She found that it was an improvement over the hand hoe, and in time became half reconciled to the failure to fill her order. But then came a friend who had experienced with the more modern tool and knew its greater efficiency as well as

the ease with which it is manipulated. She was right, and only now feels vexed that she did not insist upon the filling of her original order. There is henceforth just a bit less of friendliness toward the man who tempted them into a purchase which they did not want and which they are now convinced should never have been made.

When tempted to offer a substitute, study seriously the situation, and apply the golden rule before advocating a change. Think of the permanent dissatisfaction of the woman who drags the weeder which should have been mounted on wheels. Instead of persuading the change, how much better to have tested the goods she did want. The profit in this instance would have been greater; catering to the wishes of patrons along useful lines always pays; and you will be enlarging your possibilities with your field. A careful reaching out, an enlarging of the radius along practical lines reacts in a wholesome way. Every special order which can be filled with standard goods is a prize. The experience gained through the new venture with well tested articles means something. When there is a call for material which you should keep in stock, beware of the substituting. It is as fatal to you as it is distasteful to your patron. Get the goods which are wanted, even if you are obliged to telegraph for them. Prove that your house can furnish what is wanted.

THE FEMININE SIDE.

Said a lady whose back yard was adjacent to the rear of a hardware store, and who was a friend of the proprietor, "I like to walk through his store once in a while and just look. There are so many interesting things. For instance, the other day he gave me a plate cleaner,—rubber-tipped for cleaning plates when removing them from the table, and saving a useless muss later in the dish pan."

Not one woman out of ten ever heard of such a thing, yet when it is shown or even described to her, the practical use is apparent. No convincing discourse is needed. It appeals at once to her common sense and she wonders why some one did not invent it long ago. The price is so trifling that she becomes at once a purchaser. More, she shows it to her friends, and they likewise give it a trial. And yet, woman does not usually consider the hardware store within her precincts. She must have some special object to induce her to enter. And only by special effort will the little novelties which should appeal to her alone be brought to her notice.

Your stock is full of little things which may be familiar enough to the trade, yet which need some boosting to attract those outside. Why not have a woman's window, fully stocked with the little things which count for so much in convenience of efficient work. You have a new griddle or pancake turner, a dish washer, kettle cleaner, apple parer and a host of other things, some of them costing only a few cents, yet worth many

dollars to the housewife in a year. There are dozens of women who spent hours stoning cherries this very year, and who never saw a cherry stoner. This is one of your lost opportunities, but there are others which you can still catch. Specialize upon labor saving devices for her use, and gather them together. Then by special invitation induce her to call. Show up your goods, and they will themselves do the rest.

Cincinnati has adopted a plan for the reduction of the danger of fires in residences, which deserves the consideration of every other city having a fire department. It consists of a house to house inspection by uniformed members of the department. The premises are scrutinized for any litter and rubbish which might make easy places for flames to start, and such accumulations as are found, are ordered destroyed. Then the houses are examined and conditions which might not appear at all dangerous to the layman are pointed out by the fireman, as being liable to cause trouble. It is another application of the old adage that "an ounce of prevention is worth a pound of cure." This is peculiarly true in fighting fire, for a blaze that might have been blown out at first, may easily kindle a conflagration, if unchecked. And besides, tending to prevent the considerable property loss which results every year in this country from fires, this inspection gives the members of the department something to vary the monotony of their life.

The fact that duty should come before pleasure doesn't mean that it is to take the place of pleasure. You need recreation as much as you need food. Take it regularly and in the open air.

If you want to become a trusted employe, one whom the boss will depend upon, you will have to do more than avoid evil; you will have to avoid the appearance of evil.

If you are going to be the independent sort that slams the goods down with a take-it-or-leave-it air, you might just as well begin looking for another job right now.

There are no snaps in the business world. Any time you have spent in looking for one is so much wasted out of the limited supply available for making success.

BUSINESS CHANCES.

For Sale—Clean stock of general merchandise, invoicing about \$2,000. Hustling town, fine farming country, Mecosta county. Good reasons for selling. Address No. 305, care Tradesman. 305

For Sale—Drug and grocery stock. Stock is clean and in first-class condition, located corner of Main and State streets, best location in Painsville, Ohio. Must sell immediately. Address E. D. Heartwell, Administrator, Painsville, Ohio. 337

For Sale—Small stock of bazaar goods in good location. Reason for selling, poor health. Address No. 335, care Tradesman. 335

For Sale Cheap—Drug stock, show cases, shelving, fixtures, etc., in the growing city of Muskegon. Stock invoices over \$1,500, price only \$1,250, doing good business. Rent only \$20 a month, steam heat. Stock can be removed. Splendid chance for someone. Address J. E. Kraal, 122 Pine St., Muskegon, Michigan. 336

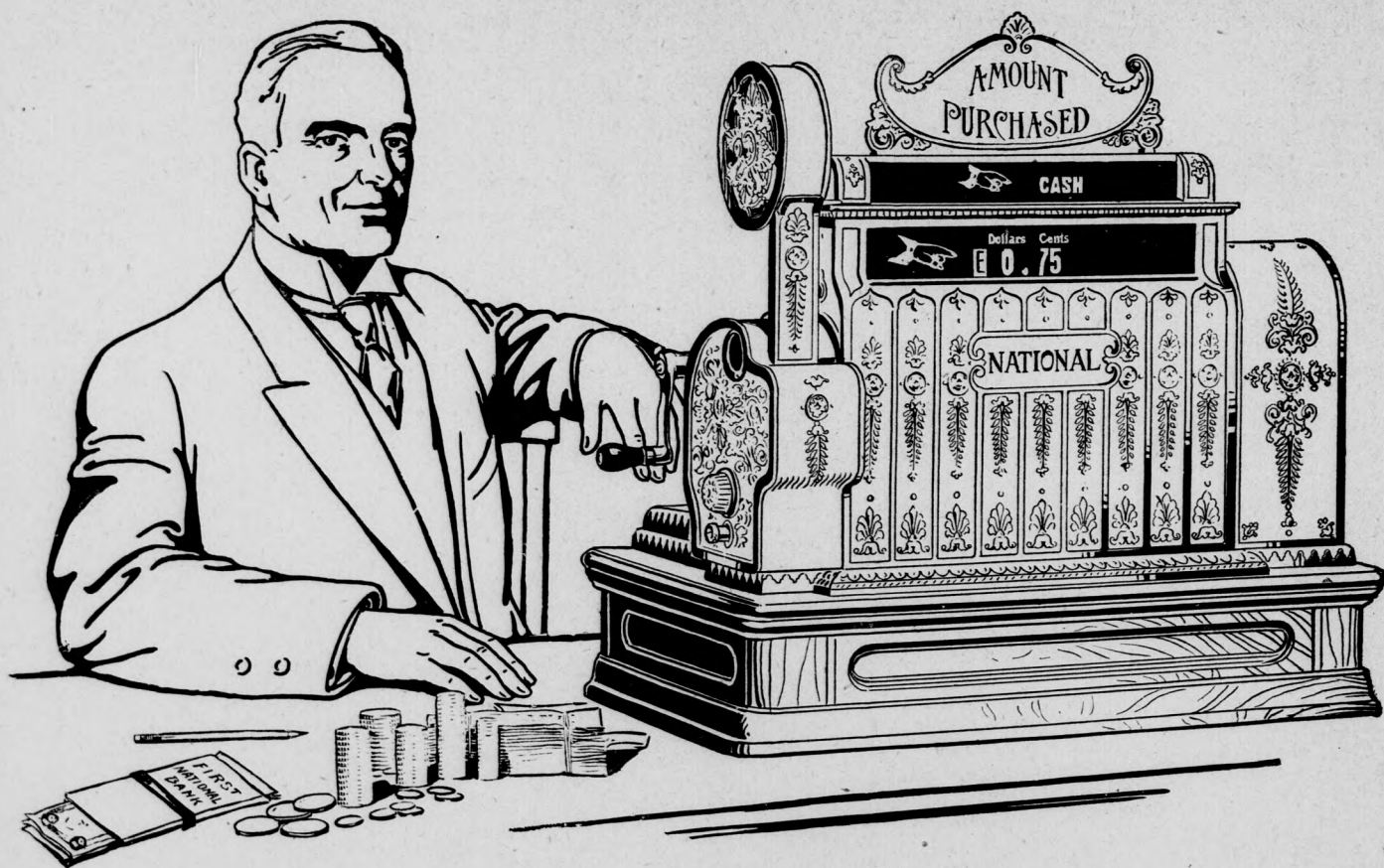
Are You In Earnest

about wanting to lay your business propositions before the retail merchants of Michigan, Ohio and Indiana? If you really are, here is your opportunity. The

Michigan Tradesman

devotes all its time and efforts to catering to the wants of that class. It doesn't go everywhere, because there are not merchants at every crossroads. It has a bona fide paid circulation—has just what it claims, and claims just what it has. It is a good advertising medium for the general advertiser. Sample and rates on request.

Grand Rapids, Michigan



Take Care of the Pennies So That the Dollars Can Take Care of You

You lose money because your store system does not show you where every penny comes from and where it goes.

It does not tell you how much money you should have.

It does not protect your money and accounts against mistakes and losses due to thoughtlessness, carelessness or indifference.

A National Cash Register will keep track of every penny you take in or pay out.

You get a correct record of every transaction occurring between your clerks and customers.

All your money and accounts are protected against mistakes and losses.

A National will increase your profits.

The National Cash Register Co., Dayton, Ohio