

THIRTY-SECOND ANNIVERSARY EDITION

MICHIGAN TRADESMAN

PUBLISHED WEEKLY

TRADESMAN COMPANY, PUBLISHERS

\$1 PER YEAR

Thirty-Third Year

GRAND RAPIDS, WEDNESDAY, SEPTEMBER 15, 1915

Number 1669

West Michigan State

Fair



100 THRILLING ATTRACTIONS

\$10,000.⁰⁰ Aviation Meet
"THE JOY ZONE"

Aeroplane Races
Daylight Fire Works
Day and Night Auto Races
Horse Races
Dog Show
Poultry Show
Livestock Show

Industrial, Educational
Agricultural Exhibits

See Page 25 This Issue

GRAND RAPIDS SEPT. 20, 21, 22, 23, 24.

Good Yeast
 Good Bread
 Good Health

Sell Your Customers
FLEISCHMANN'S
YEAST

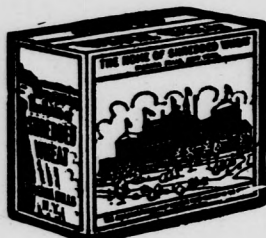
FROM TOKIO TO LONDON

from Maine to California—from Quebec to Florida—in every clime where people give some intelligent thought to the nutritive value of foods

Shredded Wheat



is known as the top-notch breakfast cereal—the cereal that is always the same quality, always the same price. No grocer can do business without the cereal that is now recognized as a staple. No free deals—no premiums—just a good, steady profit, and a firm, steady demand which we create through continuous, persistent educational advertising.



The Biscuit is packed in odorless spruce wood cases which may be easily sold for 10 or 15 cents, thereby adding to the grocer's profits.

The Shredded Wheat Co.
 Niagara Falls, N. Y.

85,000 Detroit Telephones



May Be Reached Direct From Your
Citizens' Phone

200,000 Telephones in Michigan

USE

Citizens Telephone Company's
LONG DISTANCE SERVICE

H. LEONARD & SONS

Announce the Opening of Their

Toy & Fancy Goods Department

(Wholesale Only)

Without boasting we can say that not a wholesale store this side of New York offers a larger or better assortment of

Holiday Merchandise

for your inspection. In our newly refitted salesroom we are now showing thousands of the best sellers in

Toys, Dolls and Fancy Goods
Chinaware, Cut Glass, Silverware, Clocks
Gas and Electric Portables

Toilet Articles, Brass Goods, House Furnishings, Etc.

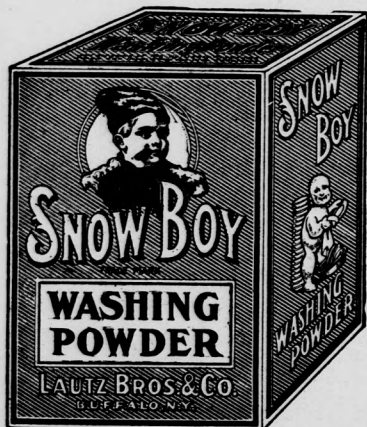
all marked in plain figures to sell at popular prices.

DON'T FAIL to ask for catalogue or to visit our store in person.

OUR IMPORTED LINES are, with a few exceptions, all in stock now.

Last Fall we were one of the few importers who **DELIVERED EVERYTHING SOLD** and we are now ready to do the same. Don't make a mistake, but place your orders where they will be filled as expected, *i. e.* at the well known

H. LEONARD & SONS
 Cor. Fulton and Commerce **GRAND RAPIDS**



SNOW BOY FREE!

For a limited time and subject to withdrawal without advance notice, we offer
SNOW BOY WASHING POWDER 24s FAMILY SIZE
 through the jobber—to Retail Grocers

25 boxes @ \$3.60—5 boxes FREE
 10 boxes @ 3.60—2 boxes FREE
 5 boxes @ 3.65—1 box FREE
 2½ boxes @ 3.75—½ box FREE

F. C. B. Buffalo: Freight prepaid to your R. R. Station in lots not less than 5 boxes.
 All Orders at above prices must be for immediate delivery.

This inducement is for **NEW ORDERS ONLY**—subject to withdrawal without notice.

Order from your Jobber at once or send your order to us giving name of Jobber through whom order is to be filled.

Yours very truly,

Lautz Bros. & Co.

BUFFALO, N. Y., January 1, 1915.
 DEAL NO. 1500.

MICHIGAN TRADESMAN

Thirty-Third Year

GRAND RAPIDS, WEDNESDAY, SEPTEMBER 15, 1915

Number 1669

DETROIT DETONATIONS. Cogent Criticisms From Michigan's Metropolis.

Detroit, Sept. 14—Learn one thing each week about Detroit: One of the largest manufacturing plants of pant, overall and shoe buttons in the country is located in Detroit.

"Russia is rich in waterways of big importance," headline in a Sunday paper. What Russia needs most, apparently, is a number of speedways.

J. A. Carleton, Lakeview business man, motored to Detroit last week. He was accompanied on the trip by his daughter, Sarah.

The Federal Metal Bed Co., of Hoboken, N. J., has leased the four-story brick building at 402-06 West Larned street, and will use it as a local distributing branch.

E. J. Menke will open a delicatessen store at 892 Third avenue about Oct. 1.

Robert C. Patton (Burnham, Stoepel & Co.), after having traveled through the West for the past few years, will now represent the house as special underwear and hosiery salesman in Flint, Saginaw and Bay City, Mich., where the firm has an office and sample room. Mr. Patton has specialized in the lines he is selling for a number of years and has a most pleasing personality, which will undoubtedly win him many friends on the new territory. He will work in conjunction with Frank Whitton, who will carry the remainder of the lines sold by Burnham, Stoepel & Co.

The announcement that Detroit will be visited by the Blue Goose will, no doubt, revive U. C. T. memories of the past. This Blue Goose, however, is the name of an organization of fire insurance men.

According to the Detroit News, the surest way to get something for nothing is to vote for municipal ownership of the street car lines. We heartily agree with the News, that is, so far as the politicians are concerned.

Thirkos Bros. opened a restaurant at 468 Grand River avenue this week.

Despite the fact that the annual convention of the United Commercial Travelers is not to be held until next June in Traverse City, the committees in charge are holding weekly meetings and are perfecting arrangements for the entertainment of the visitors, who, it is confidently expected, will turn out in larger numbers than ever before—and Traverse City Council deserves it.

Burglars broke into Dinan Bros. grocery store, Abbott and Tenth streets, early last Saturday morning and stole \$20.

The new store rapidly nearing completion on Kercheval avenue, near Belvidere, will be opened as a grocery store by the Community Stores Co. and will be one of a chain of stores operated by the company.

One of the few things not promised by the Detroit News, in the event that municipal ownership carries, is the elimination of the end seat hog.

G. M. Schultz will open a drug store at 1752 Woodward avenue, about Sept. 25.

George Rice, former city salesman for A. Kroll & Co., has purchased the stock of dry goods and furnishing goods known as the Boston Store, at Pontiac, and has taken charge. Harry Andrews, who has been associated with A. Kroll & Co. for a number of years, has assumed Mr. Rice's former duties with the firm.

I. Krohn, one of the really well known up-state merchants, spent a few days in Detroit last week. Mr. Krohn had been taking the mineral baths at Mt. Clemens and, judging by the activity he displayed while in the city, the baths proved beneficial unless—but perish the thought—if he really wanted a vacation he would have to go no further than Detroit.

Joel Stockard, formerly with the Security Trust Co., has opened offices in the Dime Bank building under the firm name of Joel Stockard & Co., and will engage in a general stock and bond business. Associated with Mr. Stockard are some of the leading business men of Detroit. Officers of the company are: Joel Stockard, President; W. L. Davies, Vice-President and Treasurer; W. C. Boynton, Secretary, and a board of five directors.

F. P. Ryan will open a shoe store at 2238 Gratiot avenue, about Oct. 1, and will carry a complete line of shoes for men, women and children.

The Detroit Soap Co., established in Detroit thirty-five years ago, has been sold by the owners, Samuel Post & Sons, of Ypsilanti, to Lantz Bros. & Co., of Buffalo. The manufacturing end of the business will be moved to Buffalo and the sales office and premium department will remain in this city.

William H. Ryan, of this city, died while visiting his sister in Bay City last

week. He had been in poor health for the past few years. At the time of his death he was a department manager for the National Biscuit Co. Deceased was 50 years old. Surviving are the widow, two sisters and a brother, who is Police Chief of Bay City.

Emerson wrote in his Essays on Friendship that "A friend may well be reckoned as the masterpiece of nature;" and who is there who can refute that quotation? True friends are, indeed, a treasure. To claim an acquaintance with "Jack" Blitz is a pleasure and to count him as a friend is an honor. Jacob S. Blitz was born in Louisville, Ky., Aug. 15, 1870. After graduating from the public schools he secured a position in a local drug store. By the steady application that has always characterized him, he soon received him a full fledged registered pharmacist. The apparent life of unconfined joy that was displayed by the "agents" who called at the drug store where Jack earned his livelihood as a mixer of medicinal concoctions, so impressed him that he decided to give the road life a trial and soon after, he secured a position with Lehn & Fink of New York. His steady habits, ability to work and general manners stood him in good stead and his success as a traveling salesman was assured from his first trip. He remained with Lehn & Fink



JACOB S. BLITZ

for about four years leaving them to accept a more lucrative position with Johnson & Johnson, manufacturer of surgeon supplies, New Brunswick, N. J. He has been with the latter firm for 11 years. Included in his territory was the city of Detroit and it was here during his travels that he met Miss Eva McDonald who became his wife 11 years ago, the union proving a most happy one. Jack Blitz during the years he has served as a traveling man has made many friends and as we stated before all feel honored with his friendship. He is brimful of humor and always has a new story on tap. His humor is always of the wholesome kind and his stories also are the kind that bear repeating in any company. Mr. and Mrs. Blitz recently moved into a beautiful new home purchased by them. Mr. Blitz has two hobbies, home and baseball—but one could hardly be a resident of Detroit without becoming afflicted with the latter hobby. He belongs to the Masonic order and is an enthusiastic member of the Shrine. Jacob S. Blitz is not only a successful salesman, he is a credit to the traveling profession.

The National Twist Drill Co. has approved contracts for the erection of an addition to its factory at Brush street and Milwaukee avenue.

The Hudson Motor Car Co. will build a three-story brick and steel addition to its factory on Jefferson avenue.

St. Paul breweries pay out over \$1,250,000 yearly in freight charges. And "father" pays the freight.

W. J. Clemens has taken charge of the Michigan sales for the Detroit Motor Car Co. The company announced recently that in the future all cars will be sold direct from the factory instead of through a local distributor.

Daas Brothers, grocers at 1373 Mack

avenue, will open another grocery and fruit store at the corner of Pingree and Hamilton avenues within a few days.

The local municipal ownership newspaper says Detroit can accomplish what no other city in the United States or Canada can accomplish, notwithstanding that street car fares are lower here than in M. O. cities. The News tells us that fares will be reduced, wages raised and taxes reduced under M. O., all of which is bosh and bunk.

M. M. Berry, general merchant of Montgomey, was a Detroit business visitor last week.

Sol. Gittleman, for a number of years in the mercantile business in Lakeview and now a resident of Detroit, has organized the Electric Gasoline Gauge Co., with offices at 1125 Chamber of Commerce building. The appliance manufactured by the newly organized company, according to Mr. Gittleman, marks a new epoch in automobile equipment. It was invented by S. Deutsch, an electrical engineer who is associated with him in the venture. Mr. Gittleman will act as general manager and will also retain his interests in the stores conducted under his name in Carson City and Lakeview.

Frank A. Hesse, for the past twenty-five years President and general manager of the Detroit Cornice Co. and prominent in business and social circles in the city, died at his home last Thursday after a lingering illness covering a period of two years.

Fred Postal, proprietor of the Griswold House, is having one of the stores in his hotel block remodeled and will open one of the finest and most up-to-date drug stores in the city. The store will be under the direct supervision of Mr. Newell, an experienced pharmacist, or the past few years with E. C. Kinzel, druggist, corner Michigan avenue and Griswold street.

Charlie Biller, of firm of Miller & Biller, Crosswell, was in Detroit last week. Under ordinary circumstances we could dismiss this little news item and proceed to rack our brain for the next item or victim or whatever other thought might shape itself into something that we thought might look well in print, despite the unenlightened opinion of others, if it hadn't been for the fact that the cheerful Charlie yielded up a secret while in the Metropolis. Some time back in June he quietly and without ostentation became a member of the benedict club by marrying Miss Jennie Fleisher, of Auburn. From then on until a few days ago Charlie allowed the young damsels of his acquaintance to still hope. Just to show that there is no antipathy on the part of Detroiters for being left out of the secret we extend our congratulations to the happy couple.

J. W. Johnson, opened a restaurant this week under the style of the J. C. Lunch Co., at 164 Piquette avenue.

Mrs. Catherine A. Meloche, wife of Albert F. Meloche, prominent druggist at the corner of Jefferson and Hillger avenues, died of Bright's disease, Sept. 6, after an illness of four years. Mrs. Meloche was a member of one of the oldest families in Detroit and was prominent in many civic and philanthropic projects. Besides the husband, two sons survive.

I. Cohen, well known Alpena man, was in the city last week. Mr. Cohen is one of Alpena's pioneer business men and is proprietor of one of the largest department stores in Northern Michigan.

It is really a source of worry to business men of this city over its unhealthy business condition. Last week's building record was only \$455,325—and no large buildings recorded.

Fred J. Kuenz has opened a cigar store at 3233 Jefferson avenue East.

A pretty wedding was solemnized in Wyandotte last Wednesday, the principals being Miss Mae Roehrig, daughter of Henry Roehrig, of the clothing firm of Roehrig Bros., and Louis Minor, with the Portland Cement Co., Detroit branch, and son of the late Judge Minor, of this city. After a honeymoon of a month spent in the East, the young couple will return to Detroit, where they will make their home. Mr. and Mrs. Minor have hosts of friends in this city who will welcome them on their return.

C. F. Lobsinger, who conducts a men's clothing and furnishing goods and shoe store in Saginaw, has opened a store at 1639 Mack avenue and will carry a similar stock.

In other words, this issue of the Tradesman has good reasons for feeling swelled.

Bert McDonald, well known and extremely popular Columbian merchant, was in Detroit on a business trip last week.

C. C. B., column conductor on the De-

troit News and considered by many as one of the foremost humorists in the country, has been away on a two weeks' vacation, but, with all due respect to his ability, the News managed to get along nicely without him. The News' municipal ownership articles made a splendid substitute for a humorous column. In fact, the arguments used were ridiculously funny.

Politics may come and politics may go, but there must be something new occasionally to keep them going.

Kirk & McLean have succeeded the Concord Hardware Co., 458 Concord avenue.

Cadillac Council, U. C. T., holds its regular monthly meeting in their hall in the Elks Temple building next Saturday night. Accidentally, we discovered that a large class was to be initiated on that night. Evidently Cadillac Council is taking no chances on a surprise attack by Grand Rapids Council, who might capture the high membership honors for Michigan.

Frank Ferris, Junior Counselor of Cadillac Council and the envy of many of the boys on the road because he represents the Royal Worcester Corset Co. (any corset job would cause the same envy) returned from a two weeks' fishing trip in Wisconsin last week. Frank did not return with a lot of blank stories, but had a large box of beautiful fish precede him via express and, even though he sent none to us, we thank him just the same.

By leaving the "u" out of Dumba we have what Uncle Sam thought of that gentleman's actions.

Arthur Clarke is a traveling man and for traveling through the southern part of the State he receives compensation from Burnham, Stoepel & Co. Arthur also has a reputation for being tall, dark, handsome and wifeless. Some one who professes to be a friend of young Mr. Clarke, in order to prove that at some time at least, has there been love in his soul, sent us the following story, duly subscribed and sworn to. Arthur apparently in the throes of "an affair" approached his friend to seek enlightenment as to the proper and most modern method of proposing to a young lady. "Is it proper," he asked his bachelor friend, "for a young man to propose to a young lady on his knees?" "Well," was the answer, "if he doesn't she should get off."

What do they mean in calling married men free masons?

A. K. Jensen, druggist at 933 East Lafayette, has opened another drug store at 1183 East Jefferson avenue.

G. A. Stevenson, clothier of Vassar, was a Detroit business visitor last week.

Business men and merchants from all over the State and Ohio and Indiana visited Detroit last week, ostensibly to visit the State Fair, but many transacted business while here, as the jobbers all report an exceptionally large house trade.

Old Henry Jordan, whose system is fully inoculated with Teuton blood, is one who has no sympathy for the under dog. Henry says the allies are the under dogs and the allies can never receive any sympathy from him.

Ches. Brubaker reports that the frost in his neighborhood was nil. The frost his candidacy for Governor received, however, was much heavier.

There are 1,671,471 free masons in the United States. At least 75 per cent. are married.

W. J. Bryan's political aspirations at least will receive the benefit of a peace movement.

Germany has fined Belgium another million. Belgium is having a fine time.

F. C. Stoetzer has purchased the stock of hardware of Shaefer & Rodier, 763 Mack avenue, and will take possession in a few days.

Glen Laven, former Detroit boy, for the past few years with the Los Angeles Notion Co., Los Angeles, Cal., has returned to Detroit and accepted a position with George Minto & Co., successors to M. M. Stanton & Co., men's furnishing goods, and will represent them in Southern Michigan. Mr. Laven is well known in the State, having represented a wholesale dry goods house on the road for a number of years.

Like some of our veteran baseball players, Dr. Dumba is going back.

C. F. Spellman, of Runner & Spellman, general merchants, Shelby, was a Fair visitor last week. Like many of the country folk who visit a large city, Mr. Spellman got "soaked" before he left. In Leo's particular case, however, it was because he didn't have time to dodge a sudden and extremely large downpour of rain.

George Farray has opened a grocery and fruit store at 1089 Mack avenue.

James M. Goldstein.

Sparks from the Electric City.

Muskegon, Sept. 14—There has been considerable talk of a new boat line to run from Muskegon to Pentwater, Ludington, Manistee and probably Frankfort. Although this is not an assured fact, still there is a probability of this line going into operation next spring. These boats will leave Muskegon upon the arrival of passenger and freight trains from Grand Rapids. Another boat will leave the Northern terminal, making connections with the trains going to Grand Rapids at Muskegon. Excursions will be run on these boats during the summer months. This will give the Northern people a market for their products in Muskegon and Grand Rapids. The towns of Ludington, Manistee and others have been getting much better service from Milwaukee and Chicago jobbers, on account of boat lines running from these cities than they could get from Muskegon and Grand Rapids. If this boat line goes into service it will give Grand Rapids and Muskegon jobbers an equal chance with their brother jobbers in other states. We will give more detailed information on this project later and will tell the parties interested and the boats that will be run.

Saturday, Sept. 18, is our next meeting. Come and bring a candidate.
Milton Steindler.

Chirpings from the Crickets.

Battle Creek, Sept. 14—Fenton J. Cronk and family entertained Freeman Cronk and family from Grand Rapids, over Sunday.

Earl Myers is covering Vint Phelps' territory for Godsmark, Durand & Co. Vint is at home with muscular rheumatism.

Bill Grolle, of Kalamazoo, was married this summer. After his return to his territory he visited the Casino, at South Haven, where Fischer's orchestra from Kalamazoo is furnishing the music. Upon Bill's entrance into the ball room the orchestra played a wedding march

and threw the spotlight on our worthy brother, Bill bought all the cigars that could be procured on the beach.

Ellis Barnes, cashier for the Jackson Grocer Co., and Miss Alma Grossman of Manchester were married Sept. 4 at the home of the bride's parents in Manchester. Mr. and Mrs. Barnes, after a short honeymoon trip, returned to Jackson, where Mr. Barnes has a home on Allen street. Mr. Barnes is a general favorite in the office and well liked by the boys who travel from the house. They all wish Mr. and Mrs. Ellis Barnes a long and happy wedded life and trust in the years to come their home plat will contain other "Barnes".

L. M. Steward, a member of No. 1, living at Saginaw and traveling for the Postum Cereal Co., of this city, was in Battle Creek last week. L. M. has just completed his second year with the Postum Co. and reports business A. No. 1. L. M. has a host of friends who rejoice in his continued success. The Postum Co. has the reputation of treating its men with unusual courtesy and L. M. says he can vouch for that statement.

This is a good day to pick out furs for your wife's Xmas, or has she lived up to the cartoonist's version—worn them all summer.

Kalamazoo is planning a big week starting Oct. 4. A big crowd is expected. You will be treated right.
Read the Tradesman.

Guy Pfander.

Nine Instead of Twenty-five.

The advertisement referred to in the announcement of the West Michigan State Fair on the front cover will be found on page 9, instead of page 25, as stated.

A near argument is one in which nobody gets angry.

Most of the sin on exhibition is anything but original.

FOOTE & JENKS' Killarney (BRAND REGISTERED) Ginger Ale

(CONTAINS NO CAPSICUM)

An Agreeable Beverage of the CORRECT Belfast Type.

Supplied to Dealers, Hotels, Clubs and Families in Bottles Having Registered Trade-Mark Crowns

A Partial List of Authorized Bottlers: A. L. JOYCE & SON, Grand Rapids and Traverse City, Mich.; KALAMAZOO BOTTLING CO., Kalamazoo, Mich.; KILLARNEY BOTTLING CO., Jackson, Mich.

"BLIZZARD"**Ensilage Cutters**

More of them in use than
any other kind

See our large exhibit at the
West Michigan State Fair

Quick Shipments from Grand Rapids

Clemens & Gingrich Co.

Distributors for Central Western States

Main Office: 1501 Wealthy St.

GRAND RAPIDS - - MICH.

Empress KEITH'S
TWO SHOWS DAILY
2:30 AND 8:30

Big Gala Comedy Show Fair Week
Starting Monday, September 20

MILO AND 7 OTHER GREAT ACTS
PRICES 10-20-25-30 AND 50 CENTS

"Holland Furnaces make Warm Friends"

Polarine

FRICION REDUCING MOTOR OIL

Minimizes Motor Troubles In 400,000 Cars

More motor troubles are caused by poor oils than by any other factor in motoring, and hundreds of thousands of motorists have found this out.

That is why Polarine is so popular.

In the Middle West alone probably 400,000 cars are now using Polarine. That is a conservative estimate based on actual sales, the number of cars in this territory, and the average number of gallons of oil that a car consumes in twelve months.

Think what this means. It means that this oil is the final choice of hun-

dreds of thousands of owners—men who have tried all kinds of oils, under all conditions. It means that you, too, will some day find the ultimate lubrication in Polarine.

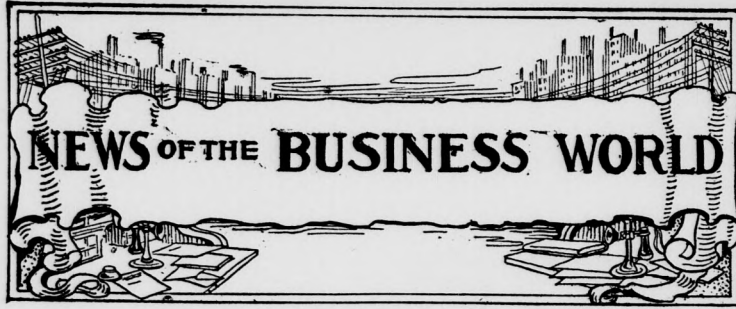
Polarine is the scientific lubricant. It maintains the correct lubricating body at any motor speed or temperature. It lubricates perfectly in every standard make and type of motor now produced.

Why accept oils you know nothing about when Polarine is recommended in this way by 400,000 users?

Standard Oil Company (Indiana)

Chicago, U. S. A.

Also producers of RED CROWN Gasoline—The Powerful, Economical Fuel



Movements of Merchants.

Shepherd—G. J. Sandal succeeds F. T. Zumbrink in general trade.

Central Lake—Don Hastings has opened a cigar store and barber shop. Bitely—Wilkinson & Shaddock succeed Peter Christensen in general trade.

Remus—J. F. Baughn & Co. succeed E. C. Friedell & Co. in general trade.

Battle Creek—S. A. Vedder has opened a meat market on East Main street.

Shepherd—F. E. Chaplin has purchased the grocery stock of H. & P. Merwin.

Hastings—Maurice Pierson succeeds W. L. Hogue in the grocery business.

Holland—Peter Van Dyke succeeds John De Boer in the coal and wood business.

Tonia—Collier & Helliberger succeed Leo R. Van Vleck in the garage business.

Thompsonville—Mrs. C. Lake succeeds Mrs. Scafe in the millinery business.

Sandusky—The Producers Elevator Co. has changed its headquarters to Port Huron.

Saugatuck—Miller Robinson has closed out his stock of jewelry and gone to Florida.

Saginaw—The Huron Lumber Co. has increased its capital stock from \$100,000 to \$150,000.

Detroit—The C. F. Hertz Saw Supply Co. has increased its capital stock from \$4,200 to \$10,000.

Freeland—Glen H. Branch will open a grocery store in the Garrett building about Sept. 20.

Blissfield—Arthur Wright has added an electric cake making machine to his bakery equipment.

Reed City—E. P. Hartz has sold his hardware stock to Willard N. Curtis who has taken possession.

Montgomery—R. A. Derr, of Edon, Ohio, has opened a bakery and restaurant in the Bates building.

Caro—William C. Widner, recently of Bay City, will open a bazaar store in the Forbes building about Sept. 20.

Milan—Burglars entered the Hyzer & Mathews drug store Sept. 8, rifled the cash register and carried away some cigars.

Morrice—Fire destroyed the apple evaporator owned by the heirs of the George Brandt estate Sept. 9. Loss, about \$1,000.

Sparta—Miss Lyda Mosher has sold her interest in the Nelson-Mosher millinery stock to her partner, Miss Nelson, who will continue the business.

Newaygo—Ira Mull, formerly engaged in the meat business at Grand Rapids, has purchased the bakery of J. A. Chamberlin.

Ypsilanti—The Ypsilanti Laundry Co. has engaged in business in its new building at the corner of Race and Chidister streets.

Pottsville—A. E. Parker has sold his hardware stock to Ben Fowler, recently of Eaton Rapids, who will continue the business.

Scottville—Ensign Weller has removed his grocery stock from Custer here and will continue the business in the Gordon building.

Freeport—M. G. William, of Lake Odessa, has taken over the management of his meat market formerly conducted by Mr. Wilson.

Cloverdale—E. J. Kelley has sold his store building and stock of general merchandise to Grant Dickerson who has taken possession.

Buckley—William Sheriff has sold his bakery, restaurant, tobacco and confectionery stock to Clyde Levi, who has taken possession.

Zeeland—Louis Padnos has closed out his clothing stock at Holland and engaged in the same line of business here in the Kuite building.

Kalamazoo—The Brazil Coffee Co. has engaged in business at 116 North Burdick street, dealing in teas, coffees, spices, butter and eggs.

Quincy—L. Clifton, who conducts a bazaar store at Bronson, has opened a similar store here under the management of Miss Maude Hart.

Munising—Burglars entered the R. J. Burrows drug store on East Superior street Sept. 12 and carried away some stock and \$185 in cash.

Saginaw—Alonzo T. Ward, who conducts a jewelry store at 104 South Jefferson avenue, is closing out his stock and will retire from business.

Charlotte—Sherman Kiplinger, Vice-President of the Lamb & Spencer Co., grocers, was married Sept. 11 to Miss Marena Sanford of this city.

Eaton Rapids—Ezra Lockwood has sold his restaurant, ice cream parlor and confectionery stock to L. J. Hart, of Battle Creek, who has taken possession.

Lansing—Edwin F. Garvey has purchased the George Ludholz hardware stock and removed it to the corner of Michigan and Pennsylvania avenues.

Athens—Von W. Furniss, of Nashville, who conducted a drug store here under the management of his brother, C. S. Furniss, has sold his stock to George E. Bangham, recently of Homer, who will continue the business.

Lansing—Misses Edna Kies and Ada Portele have formed a copartnership and purchased the Howard millinery stock and will continue the business.

Sparta—Fred L. Hilton has sold a half interest in his wagon factor to Ed Beebe and the business will be continued under the style of Hilton & Beebe.

Dowagiac—The Wiest Grocery Co. is erecting a store building at Indian Lake which it will occupy with a stock of groceries and canned goods about Nov. 1.

Kalamazoo—Thieves entered the J. R. Pridy grocery store, at the corner of Kalamazoo avenue and North West street, Sept. 12 and carried away considerable stock.

Carson City—The Carson City Auto Co. has engaged in business and will deal in automobile supplies and accessories in connection with the automobiles it will handle.

Carsonville—A. W. Graham has purchased the interest of Dr. H. W. Smith in the Graham & Co. clothing stock and will continue the business under his own name.

Beulah—Lyle A. Rockwell, who conducts a garage, has admitted to partnership, M. Mason and the business will be continued under the style of Rockwell & Mason.

Mancelona—E. F. Day, who has been conducting a creamery here, has made an assignment to H. E. Wellman. Mismanagement verging on crookedness is alleged.

Hesperia—Manley C. Seymour, harness dealer, has admitted to partnership, Philip Wurthner and the business will be continued under the style of Seymour & Wurthner.

Shepherd—The Shepherd Elevator Co. has been organized with an authorized capital stock of \$5,000, of which amount \$3,500 has been subscribed and paid in in cash.

Houghton—John Warmington has resigned his position as meat cutter at the People's Market and will engage in the cream, butter and egg business under his own name.

Big Rapids—William A. Reynolds has purchased the grocery stock of the E. Preysz estate and will continue the business at the same location at the corner of Rose avenue and Waterloo street.

Perry—Allen Simons, of Galesburg and W. H. Chaffee, of Bancroft, have formed a copartnership and purchased the Hayner bakery and will continue the business under the management of Mr. Chaffee.

Battle Creek—Joseph A. Merrill, who conducts a meat market at 111 East Main street, has purchased the Will Pritchard meat market and will continue it at the same location, 407 Maple street as a branch market.

Petoskey—W. E. Davids and Joseph Murphy have formed a copartnership and purchased the stock of the Northern Hardware Co. of Mrs. F. B. Clark and will continue the business at the same location and under the same style.

Kalamazoo—The Brazil Coffee Co. has been organized to conduct a tea garden, coffee house, bakery and restaurant, handle groceries and meats

and the manufacture and sale of baking powder and extracts, with a capital stock of \$3,000 of which amount \$1,500 has been subscribed, \$500 being paid in in cash and \$1,000 paid in in property.

Mt. Pleasant—Chatterton & Son have merged their elevator and produce business into a stock company under the same style, with an authorized capital stock of \$40,000 of which amount \$40,000 has been subscribed and paid in in cash.

Muskegon—The R. G. W. Shoe Co. has been organized with a capital stock of \$6,000, \$3,600 of which has been paid in in cash. The capital stock is equally divided between Arthur W. Robinson, Counsel G. Wilson and Grover J. Gale, all of Detroit.

Manufacturing Matters.

Kalamazoo—The Kalamazoo Bread Co. is building a \$13,000 addition to its plant on East avenue.

Ada—Fire destroyed the F. W. & G. W. Haskins basket factory Sept. 10. Loss about \$4,000, partially covered by insurance.

Kalamazoo—The William Shakespeare, Jr., Co. manufacturer of fishing tackle, etc., has changed its name to the Shakespeare Co.

Detroit—The Owl Baking Co. has been organized with an authorized capital stock of \$30,000 of which amount \$15,030 has been subscribed and \$3,000 paid in in cash.

Muskegon—The Pressed Steel Co. has merged its business into a stock company under the same style, with an authorized capital stock of \$5,000, all of which has been subscribed and \$3,500 paid in in cash.

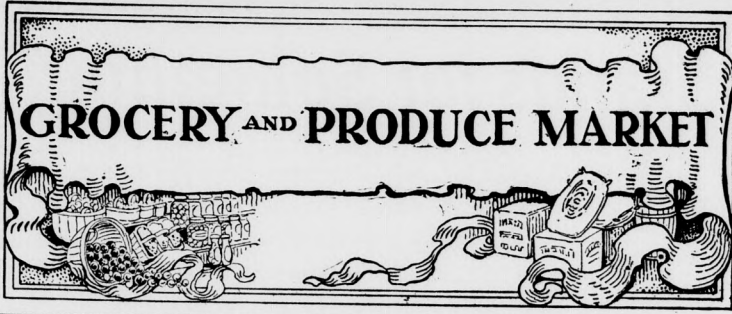
Detroit—The Armstrong Specialty Co. has been organized to manufacture and deal in specialties, with an authorized capital stock of \$25,000, of which amount \$24,500 has been subscribed and \$2,500 paid in in cash.

Detroit—The Penberly Injector Co. has been organized to manufacture and sell injectors and other brass and iron devices, with an authorized capital stock of \$50,000, all of which has been subscribed and paid in in cash.

Detroit—The Hygia Pipe Button Co. has been organized to manufacture Hygia pipe buttons and smokers sundries, with an authorized capital stock of \$50,000, all of which has been subscribed, \$100 paid in in cash and \$49,700 in property.

Battle Creek—Wire Bolt Clamp Co. has been organized to manufacture hose clamps and other articles of metal or wood, with an authorized capital stock of \$30,000 of which \$28,000 has been subscribed, \$1,500 paid in in cash and \$26,500 paid in in property.

Cheboygan—The Crown Chemical Co., which began the manufacture of turpentine at Grayling and was removed to this city about five years ago, has been sold at public sale to satisfy mortgage creditors aggregating \$14,037.88. The property was bid in by George G. Metzger, of Toledo, who owned more than half of the mortgage covering the property, and J. B. Habbeggar, of Berne, Ind., who with others held the remainder. The amount bid was \$5,000.



Review of the Grand Rapids Produce Market.

Apples—Early varieties such as Duchess, Wealthy, and Twenty Ounce command 35@45c per bu.

Bananas—Medium, \$1.25; Jumbo, \$1.75; Extra Jumbo, \$2; Extreme Extra Jumbo, \$2.50.

Beets—50c per bu.

Blackberries—\$1.25@1.50 per 16 qt. crate.

Butter—The market is 1c lower, with a good consumptive demand for all grades. The quality arriving is averaging fancy and the outlook is for unchanged prices for the next few days. Fancy creamery is quoted at 24½@25c in tubs, 25½@26c in prints. Local dealers pay 21c for No. 1 dairy, 17c for packing stock.

Cabbage—40c per bu. or \$1 per bbl.

Cantaloupes—Benton Harbor Osage \$1.25@1.75 per crate, according to size; home grown, 25c per bu.

Cauliflower—\$1.25@1.50 per doz.

Carrots—50c per bu.

Celery—16c per bunch for home grown.

Cocoanuts—\$4 per sack containing 100.

Crab Apples—75c@\$1 per bu.

Cranberries—\$7 per bbl. for Cape Cod Early Blacks.

Cucumbers—35c per doz. for home grown.

Eggs—The market is firm at an advance of ½c. The consumptive demand is very good and the supply light. This, with the good quality of the present arrivals, makes a firm healthy market. Local dealers pay 22@22½c for No. 1 stock, loss off.

Egg Plant—\$1.25 per doz.

Garlic—20c per lb.

Green Corn—10@12c per doz. for home grown.

Green Onions—Silver Skins, 15c per doz.; Evergreens, 12c per doz.

Honey—18c per lb. for white clover and 16c for dark.

Lemons—California, \$3@3.50 per box.

Lettuce—Home grown head, \$1.25 per bu.; leaf, 65c per bu.

Nuts—Almonds, 18c per lb.; filberts, 13c per lb.; pecans, 15c per lb., walnuts, 18c for Grenoble and California, 17c for Naples.

Onions—Home grown command 75c per bu.

Parsley—25c per doz.

Oranges—Valencias are steady at \$5.25@5.50. The decay in California oranges, which was abnormally severe in February and March, cost the growers in some districts more than one-half the cost of producing every box shipped during the month of February and the State from \$15,000 to \$50,000 a week. The decay was

equally disastrous to the jobbers and retailers, and for this reason many of them ceased handling California citrus fruits altogether. The large increase in the crop from Florida and California, the abnormally large apple crop, the damage to the fruit in transit in December and January and the excessive decay in February and March, coupled with the depression in business, resulted in low prices. This condition was common to practically all perishable fruit.

Peaches—Elbertas and Crawford's command 75c@\$1 per bu.; Prolifics and Engles fetch 50@75c. The crop is a very disappointing one on account of the continued wet weather which has filled the fruit so full of water that it will not stand shipping any distance.

Pears—Bartlets, \$1.50 per bu.; Clapp's Favorite, \$1.25 per bu.

Peppers—\$1 per bu. for home grown

Plums—Sugar, 75c per bu.; Burbanks, Bradshaws, Lombards and Guis, 60@75c per bu.

Pop Corn—\$1.75 per bu. for ear, 4c per lb. for shelled.

Potatoes—Home grown range from 30@40c per bu.

Radishes—10c for round and 15c for long.

Squash—75c per hamper for home grown.

Tomatoes—Shipping stock commands 75c per bu. for ripe and 60c for green. Very ripe stock which cannot be shipped is selling as low as 30c per bu.

Turnips—50c per bu.

Wax Beans—90c per bu.

Watermelons—\$2.50 per bbl. containing 8 to 10.

The Grocery Market.

Sugar—The market is utterly without feature since the decline of 20 points from 5½c to 5.30c, due to inherent weakness in the situation incidental to the practical wind up of the active domestic season. Refiners, so far as this phase of the situation is concerned, have no incentive for purchasing offerings, and the owners of raws forced a break of their own weight. It is easy to say that Cuba can find market for her surplus sugars, but the individual planter sees only that he has a good profit, even at a decline, and hastens to make the necessary concession to attract buyers. The tariff question is beginning to loom up as a factor, since Washington advices suggest that the Administration, in order to prevent a larger deficit, will oppose removing the duty on sugar May 1 as per the terms of the act.

Tea—The tendency of the trade is

to pursue a waiting policy, it being felt that were activity to develop this would be at the expense of values. Continued reaction in cheaper black teas in the primary markets is not liked, especially as it had been hoped that the war would make for higher prices. Russian buying, for instance, being reported some time ago in Colombo.

Coffee—All Rio and Santos grades are ¼@½c higher than a week ago. There is still much coffee available, however, and no very high prices would appear to be possible. Milds are unchanged and quiet, as are Java and Mocha.

Canned Fruits—An increasing shipment was shown in California 1915 packed fruits and the realization that the Coast packers have only canned sufficient quantities to satisfy their orders with a very small surplus has had the effect of making prices a great deal firmer. Apples dull at ruling prices.

Canned Vegetables—The prospects for the corn pack the entire country over are the poorest they have been for twenty-five years. Maine, New York, Michigan, Wisconsin, Minnesota and South Dakota, figuring on normal conditions, are practically out of the game for 1915 packed corn, as a normal frost this fall will catch at least 75 per cent. of their corn in the field. Ohio, Indiana, Illinois and Iowa are in a little better condition, and in some sections of Central Indiana and Illinois they report a prospect of 70 per cent. to 95 per cent. of a normal crop, which if true, is remarkable in view of the fact that the balance of the big four corn-packing states (Ohio, Indiana, Illinois and Iowa) have a prospect of not better than 50 per cent. of a crop, with the season from ten days to three weeks late. This would catch at least 20 to 40 per cent. of the sweet corn in these four states in the field. The pack for 1915 will probably not exceed 6,000,000 cases. The tomato situation, on the whole, in the states mentioned even indicate a poorer prospect than the corn and it would not be surprising if the tomato pack of this country would not aggregate 60 per cent. of the pack of 1914. Failure of the buyers to meet the packers' ideas in regard to peas restrict trade and there is only a small amount of trading done, according to brokers.

Canned Fish—In spite of the announcement of opening prices in 1915 pack salmon by the Pacific Coast packers on Friday—ranging from 5 to 10 per cent. higher than a year ago—the market is inclined to be dull and only a small amount of business is reported. A better feeling is expected to appear, however, after the operators have had an opportunity to fully examine the new figures and the conditions in the market. Coast advices stated that the packers were apparently indifferent, feeling sure that there would be no difficulty in disposing of this season's small pack. It was pointed out that England, the greatest salmon consuming country in the world, which usually purchases largely from the sockeye pack, which is practically a total failure this year,

will be in a position to absorb Alaska pack should this country be slow in securing supplies. Domestic sardines are steady. There has been a fair demand for several weeks in this line, according to report, and large quantities of orders have been booked upon the basis of low quotations which have prevailed since the beginning of August. As yet, the heavy run of fish has apparently failed to set in, and the catch that is being made contains fish of too large a size to pack as quarter oils. There was a slight increase in the proportion of small fish caught last week, and Eastport advices reported that the run was expected to be better within a short time.

Dried Fruits—Last week a practical clean up in spot 1914 prunes was effected in the New York market by the sale of 8,000 boxes of prunes for European delivery. This is the largest single sale which has been reported for foreign order this summer, and was made according to advices at the full market price for immediate shipment. Rumors were current during the week previous that a large sale was pending which would absorb a big share of the available supplies in the New York market, but it was not until Friday that the deal was announced. Spot prunes at the close on Saturday were inclined to have an easy feeling, sellers being anxious to dispose of their stocks before the arrival of 1915 pack began to be received in the market. Coast telegrams report that California apricot packers are displaying a greater desire to sell and an easier market is prevailing in consequence. All future raisins are strongly held. Many Coast operators have withdrawn all offerings of seedless raisins from the 1915 pack. Letters received from Greece state that the 1915 currant crop is estimated at 134,000 tons net. The total supply of currants in fruit and retention bills amounts to 146,000 tons net for the 1915-1916 crop. The crop for 1914 totaled 144,000 tons net, which added to the surplus of fruit and retention bills, left in Greece at the close of August last year, made the 1914-1915 crop amount to 1,581,000 tons net. Further advices report that the crop of French vines has been diminished by 40 per cent. and there is a good demand from France for currants, France paying full prices as well as Holland. New York operators say that later reports show that considerable damage has been done to the crop, reducing the original figures of the crop estimate. It is believed here that the present strong market will be easily sustained, and with any extra demand setting in from consuming countries will show a sharp advance. Importers are becoming more convinced that no Smyrna figs will be obtainable this fall. All the Turkish ports are closed and advices say that the packers themselves are unable to pack under the Turkish government.

Cheese—The consumptive demand is very good and the quality arriving fully equal to the standard for the season. The market is firm at the present basis, with no immediate change in sight.

CROP CONDITIONS.

Extent of the Damage by Frost and Drought.

The Tradesman published last week about eighty letters from merchants, produce dealers and bankers located in various parts of the State, giving their estimate of the damage done by the recent frosts. About twenty additional letters have since been received, as follows:

Fife Lake, Sept. 8—We have gone over our locality carefully and it is now our opinion that the damage to corn, beans, potatoes and buckwheat has been slightly more than 50 per cent. In most cases potatoes (only) will make some if we have continued warm and damp weather. In this particular locality we were not hit as hard by frost as we had at first presumed.
Citizens Bank.

Arcadia, Sept. 10—From what information I have should say about 20 per cent. of the corn, beans and potatoes were destroyed by frost.
Chas. P. Matteson.

Cadillac, Sept. 10—I should say by what I have seen and heard that at least 60 per cent. of beans, corn and potatoes were killed by frost in Wexford county.
Chas. H. Drury.

Rapid City, Sept. 8—The recent frosts have cut the potato crop to about 50 per cent. of the usual yield, the bean crop to about 25 per cent., the pickle crop to about 60 or less and the corn crop to 25 or less. Buckwheat is nearly an entire loss. The recent rain, if not followed by another frost, may raise the percentage on the potato crop some.
Lewis Way.

Leaton, Sept. 8—The frost has done very little damage in this part of the county. I just got back from an auto trip to the southern part of the State and saw some fields south of Elwell at were hit hard and a field between DeWitt and Lansing, but the percentage of damage would be very small.
J. B. Cleveland.

Hoxeyville, Sept. 9—The frost has killed about two-thirds of all late crops, such as potatoes, corn, beans, cucumbers and buckwheat. The worst frost we ever had in this part of the county.
W. Rossell.

Hesperia, Sept. 10—The loss in this locality is not to exceed 3 per cent.
H. K. Bush & Sons.

Moddersville, Sept. 10—The corn crop will be less than one-half; the bean crop less than one-third; the late potatoes, less than one-third; but the early potatoes are good. Some corn is all froze, while some is not cut by frost at all. Our hay crop was about one-half a crop the first cutting, and about three-fourths a crop the second cutting of clover. Some beans were all cut by the frost, while some escaped all but the leaves, but they are coming all right.
John W. Modders.

Leota, Sept. 8—The loss is quite heavy. The bean crop will suffer a loss of 50 per cent., while the late potatoes come next with a loss of 40 per cent. Corn is less damaged, while some large fields are a total loss. Others are not damaged at all. Will say about 25 per cent.
A. E. Rhodes.

Watersmeet, Sept. 10—Corn, potatoes and beans are all killed by frost in the south part of county. North part not damaged much.
J. A. Pennington & Son.

Honor, Sept. 9—As near as we can find out from a great number of our farmers the damage is as follows: Beans and buckwheat, 75 per cent. damaged; corn and potatoes, 50 per cent. With this amount of damaged crops it will mean very hard times for the people of Benzie county.
A. B. Case Co.

Boon, Sept. 9—It is hard to estimate just what damage it did, but I presume it would be safe to say that the damage will reach 75 per cent. Corn is practically all ruined only for fodder. Cucumbers had just started to bear; beans the same and potatoes are a dead loss except the early planting, which includes about 25 per cent. The frost has set everyone back just one year, merchants as well as farmers, and the real estate business won't recover, in my estimation, for five years. It has been a death dealing blow to all of us. I have lived here twenty-two years and have seen only one frost like this and that was about eighteen years ago. That did not hurt much, as there was lots of lumbering here then and the farmers could work in the woods and make more money than they could farming. So far as the merchant is concerned, the farmer was a small speck in his eye those days. But it is different to-day. If the farmer loses, we all lose with him.
Aaron Schwartz.

Stands for Something

THE BROOKS family has been engaged in the confectionery business for twenty-five years. They have built up a business second to none in their line. Their goods are known in several states and are universally conceded to be the standard of purity and excellence.

Why is this?

Because the Brooks family have devoted their best energies for 25 years to

Making the Brooks Name Good

in every avenue in which they have exerted their influence. This is the reason they have reaped their reward. This is the reason people insist on having Brooks' candies. Because the most discriminating trade demand Brooks' goods, wise merchants handle them.

Retail dealers visiting the West Michigan State Fair are invited to call and inspect the most complete and most sanitary confectionery establishment in the country.

A. E. BROOKS & CO.
GRAND RAPIDS

NOKARBO

MOTOR OIL

It is the one oil that can be used successfully on all automobiles operated by gasoline or electricity.

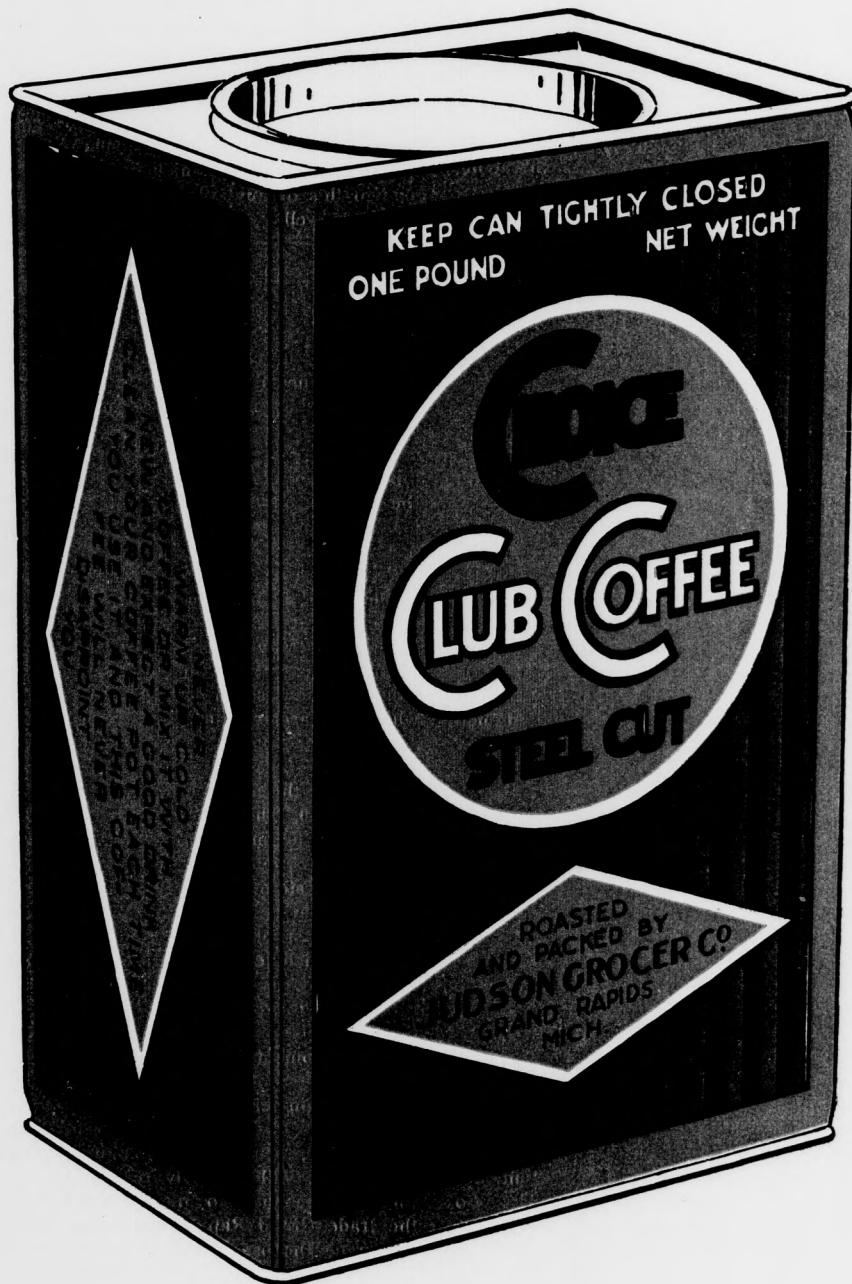
It will not char or carbonize.

It is the best oil for the high grade car, and the best oil for the cheapest car.

WRITE FOR PRICES AND PARTICULARS

The Great Western Oil Co.
Grand Rapids, Michigan

THE Blend, Flavor and Strength of this coffee is Ideal. The package handsome, attractive and strictly moisture proof, retaining indefinitely the superb flavor and strength. In *our* process of steel cutting everything but absolutely pure coffee is eliminated--no chaff--no dust--no dirt.



We propose to make these goods "go" and to see that the dealer has a good profit for his efforts in pushing them.

JUDSON GROCER CO.
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Extra copies of current issues, 5 cents;
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Entered at the Grand Rapids Postoffice
as Second Class Matter.

E. A. STOWE, Editor.

September 15, 1915.

THIRTY-TWO YEARS OLD.

The Michigan Tradesman is in a class by itself in that it is the only trade journal in the world which has been published thirty-two consecutive years without change of editorship, ownership or business management.

Thirty-two years is a long time to look forward to, but as the writer looks back over the period he has been associated with the Tradesman it does not seem long since the publication embarked on a career which has been attended with achievement and crowned with success.

No trade journal was ever launched after more careful consideration and painstaking preparation. For several years before the first issue appeared the writer studied the field thoroughly, discussed the situation frequently with representatives of both the wholesale and retail trade, gradually formulating plans and methods which it seemed advisable to adopt and follow in order to give the merchants of the Middle West something entirely different than had ever before been presented by any mercantile journal. The trade at large was not slow to recognize the Tradesman as a publication distinctly unique and original, differing from every other trade journal then in existence in every essential particular, especially in that it correctly and sympathetically voiced the aims and aspirations of the retail merchant as they had never been voiced before. This condition was rendered possible by the previous employment of the writer as clerk in a dry goods, drug, hardware and general store, in which occupation he became thoroughly conversant with the needs and necessities of the retail merchant and was able to write and act in harmony with that environment. Instead of scolding at the merchant from the front of the counter, the writer wrote from the viewpoint of the retail dealer behind the counter, thus treating every question, great or small, from the vantage ground of the participant and partner, rather than the teacher and preacher. The outcome is now a part of the mercantile history of the Middle West. The Tradesman is everywhere recognized as a leader in the field of trade journalism and its fundamental features have been copied and imitated, so far

as possible, by other trade journals, with the questionable success which usually accompanies the imitator.

As to the future, the Tradesman has no promises to offer, except to say that the record of the past may be accepted as a criterion of what may be expected in the future.

The Tradesman gladly avails itself of this opportunity to register its heartfelt thanks to both the wholesale and retail trade for the generous patronage accorded it and to express the hope that the future may record the same measure of growth and usefulness the past has shown.

MELVIN E. TROTTER.

It has been known for some weeks that a black cloud hung like a pall over Mel Trotter, but not until yesterday was any public announcement made of the fact that he was threatened with cancer and was going to Baltimore for expert treatment. The report has cast a gloom over this community and over Christian men and women everywhere, and thousands of voices all over the country will be raised in prayer that he may be spared to continue the wonderful work he has conducted with such unparalleled success. Mr. Trotter is truly a remarkable man. His strength of mind and character are marvelous. As he has rarely known rest, he has never acknowledged defeat or admitted discouragement. His fertility of resource is almost boundless. He enters into the largest undertakings with no idea where the money is coming from, but with a sublime faith that the Almighty will provide—and the funds are invariably forthcoming. His imagination is that of the true mystic, curbed by sound judgment and tempered by Christian faith and fortitude. He possesses all the virtues of a sturdy ancestry and never for a moment is tempted to forget them. Honesty that leans backward and sincerity that knows no fear are the fundamental foundations of his character. His friendships are deep and true and his devotion to a friend or a principle that he believes in has never faltered.

Mr. Trotter is a power not merely in this community and in Michigan, the immediate scenes of his activities, but quite as truly in every part of the country. His fearlessness, his ideals, his forcefulness and his clearness mould public thought and, what is possibly quite as important, furnish example and inspiration for other workers in his chosen field to an extent that cannot possibly be calculated.

Mr. Trotter is a fine example of the highest type of a Christian gentleman. His whole life is bound up in his work as creator and manager of the local Rescue Mission and its branches in many other cities. Actively and vitally interested in life from the standpoint of the patriotic citizen, he cares nothing for personal pecuniary advancement and steadily refuses to consider every proposal that he accept a position which might distract his attention and energies from his life work or curtail his absolute independence of thought and

action. Naturally, Mr. Trotter sometimes makes mistakes, but he invariably stands for what he believes to be right and he never is afraid to carry to its ultimate end a fight based on principle.

Mr. Trotter is bearing up under his affliction with a heroic faith that encourages his friends in the belief that he may be able to throw off the blight which threatens him. He has met physical weaknesses before and risen triumphant through the employment of prayer and the stern personal determination and iron will which characterize masterful men of his type and the Tradesman knows that it voices the hopes and prayers of thousands that the Kind Providence which has prolonged his life thus far may deal with him with gentle hand, to the end that his life may be spared to continue the work which no other man in this or any other community can do so well.

OUR GREATEST ENEMY.

The greatest obstacle which ever confronted the produce trade of this market is the recent action of the G. R. & I. in changing its rate to Upper Peninsula points from a commodity rate to class rates. For ten or twelve years the G. R. & I. has permitted our produce dealers to ship mixed cars of fruit and vegetables to the Upper Peninsula at 25 cents per hundred, minimum weight 24,000 pounds, plus the regular icing charge. This enabled our shippers to deliver goods at all points from the Soo to Ishpeming at \$60 per car, plus icing charge. In May the G. R. & I. announced that the commodity rate would be superseded by class rates, which increased the tariff on peaches, for instance, from 25 to 87 cents per 100 pounds. The cost of transporting a car under the new schedule is from \$125 to \$150, which serves as an effectual barrier on Grand Rapids. The matter was brought to the attention of the Interstate Commerce Commission and that tribunal ordered the G. R. & I. to suspend the operation of its new schedule until Oct. 3. This order the G. R. & I. refused to observe, on the ground that the Commission had no jurisdiction over interstate shipments. A hearing will be given in the Circuit Court rooms today by Examiner Flynn, but as a decision may not be handed down for some weeks, the arbitrary rates of the G. R. & I. will probably remain in force long enough to greatly impair the trade Grand Rapids has worked up during the past dozen years with Upper Peninsula points. Local dealers can still ship by commodity rates over the Grand Trunk Railway, which sends its cars across the lake via car ferry, thence to the Upper Peninsula through Wisconsin. Of course, slower time—which is a serious matter in the fruit and vegetable trade—is involved in the Grand Trunk routing.

Experience has demonstrated that the G. R. & I. is the worst enemy Grand Rapids has ever had in many respects. It has always undertaken to circumvent our fruit and produce dealers and growers when they have succeeded in building up a trade with

distant markets. In doing this it has simply deprived itself of a large traffic and a considerable addition to its income which could be retained by the employment of live-and-let-live methods. Such a suicidal policy, which will probably be blindly adhered to so long as the present short-sighted management continues, will ultimately serve to make the Northern division of the G. R. & I. two streaks of rust, just as the inauguration of interurban service between this city and Kalamazoo has practically annihilated the local passenger earnings of the G. R. & I. between those points and will ultimately absorb nearly all the local and through freight traffic as well.

A peculiar feature of the situation is that every local officer of the G. R. & I. who comes in contact with the trade condemns the arbitrary action of the line in the strongest terms imaginable and expresses the hope that the hearing before the representative of the Interstate Commerce Commission to-day may clear up the situation. No one connected with the road will defend the act. Nor will he do anything to nullify the injustice.

FRUIT FACTORY NEEDED.

If there is any one institution Grand Rapids needs, more than another, it is an establishment to utilize the fruits grown around Grand Rapids which are permitted to go to waste every year through lack of a market. This season thousands of bushels of cherries were left unpicked on the trees, because there was no lucrative outlet for the growers. Now the same is true of plums. Many thousands of bushels will rot on the trees in this vicinity because the growers are unable to dispose of them. The local cannery cannot use them, because it is unable to secure orders for canned plums. The same ratio of waste will be true of peaches and apples. There is a limit to the shipping demand, due to the recent arbitrary action of the G. R. & I. in practically depriving Grand Rapids of its outlet in the Upper Peninsula. In view of this situation, there is only one course left for Grand Rapids, and that is the establishment of factories to convert our surplus fruit products into jellies, marmalades and preserves. This can be done on a scale that will ensure a reasonable margin of profit to the manufacturer and at the same time enable the grower to reap a fair profit on the surplus crop which cannot be marketed in the usual way. The American people are not as large consumers of these goods as our English cousins are, but the demand can be increased by proper effort. Attractive goods have long been put up by New Jersey, Rochester and California packers and there is no reason why the name "Grand Rapids" on the label should not give goods of native production an entree to the best trade in the country.

The Tradesman is pleased to present this suggestion to the financial men of the city who are seeking available investments for their surplus funds.

**COME TO
GRAND RAPIDS**

**SEPTEMBER
20TH -- 24TH**

Every Grand Rapids Wholesaler Invites Every Michigan Retailer

To attend the **West Michigan State Fair** as their guest. The Fair opens Monday, September 20th, and continues daily until Friday, September 24th. It will be the most wonderful Fair ever held in the State.

Complete, Entertaining, Instructive

Come any day you prefer and present to your jobber the coupon attached to the invitation you received from the Grand Rapids Association of Commerce and it will be exchanged for a fully paid admission ticket to the Fair.

WE WANT YOU TO COME

(For further particulars address "Grand Rapids Association of Commerce")

Sincerely,

Wholesale Department

Grand Rapids Association of Commerce.

Here Are the Names of the Wholesalers Who Extend This Invitation to You

Alfred J. Brown Seed Company.
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Will P. Canaan Company.
Central Michigan Paper Company.
Corl, Knott & Company, Ltd.
Durfee Manufacturing Company.
Grand Rapids Casket Company.
Grand Rapids Dry Goods Company.
Grand Rapids Oil Company.
Grand Rapids Shoe & Rubber Company
Grand Rapids Supply Company.
Great Western Oil Company.
Hazeltine & Perkins Drug Company.

Herold-Bertsch Shoe Company.
Hirth-Krause Company.
W. C. Hopson Company.
G. J. Johnson Cigar Company.
Judson Grocer Company.
H. Leonard & Sons.
C. J. Litscher Electric Company.
Michigan Hearse & Carriage Company.
Michigan Lithograph Company.
Michigan Tradesman Company.
C. W. Mills Paper Company.
National Grocer Company.

Newaygo Portland Cement Company.
M. Piowaty & Sons.
Pittsburgh Plate Glass Company.
Powers & Walker Casket Company.
Rademaker-Dooge Company.
Rindge, Kalmbach, Logie Co.
Paul Stekete & Sons.
Valley City Milling Company.
Voigt Milling Company.
E. L. Wellman.
Woodhouse Company.
Worden Grocer Company.

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FREE TICKET**

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OUR GUEST**

STOCK PURCHASES.

Method Adopted by One Merchant in Recording Same.

We have a system for keeping a record of the sources and prices of all goods we purchase. When buying in these markets in person we use a triplicate order book. On these orders are written the name of the firm of whom we purchase the goods, the name of the person to whom the goods are to be shipped, by which route, the terms, quantity and description of the goods, and prices—all in detail. We number all of the orders and specify on them that the order number is to be marked on the invoice and on all packages and cases.

We give one copy of the order to the firm of whom we purchase the goods, this being the bona fide order showing the goods have been purchased as outlined, one copy of the order is filed with our auditing department, and the other copy is retained in the office of the manager of the mercantile department. When the invoices come in covering these orders they are first checked against the orders in the mercantile department to ascertain if quantity, prices and terms are correct, and are then sent to the auditing department, to verify the checking of the mercantile department. If any errors are found it is the duty of the manager of the mercantile department to have the discrepancies corrected by the firms of whom the purchases were made. In this way, if goods are substituted, prices, quantity, terms or routing wrong, the firm of whom the goods were purchased can be referred to the copy of the order and adjustments can be made immediately and in a way that is satisfactory to all concerned.

In buying at home, we have the salesman of whom we purchase give us a copy of the order we place with his firm and in lieu of same write up an order on a regular order form and take an impression of it in our order book that is used for this purpose only. We file a copy of this order with the auditing department in the same manner as the orders placed in the market. When the invoices come in we check them against the impression of the order that we have in our order book. If the salesmen are in a hurry we mail the orders to their firms and specify on same that "this is confirmation of order given your representative on (date the goods were sold)," so they can make comparison with the orders sent them by their representatives and if any discrepancies we specify on our order that if they can't be filled as outlined, not to fill. This prevents misunderstandings and is of much benefit to the seller and purchaser, as things can be more easily adjusted before than after they happen.

In mailing orders for goods we use the same form of order as when buying from salesmen, and pass them through the same system. On 99 per cent. of our orders the prices are specified, so that we can refer to our order book at any time and see what

the goods cost. For certain lines of business we use a loose leaf book.

We keep a record of every shipment of goods that enters our store, be it paper of pins by parcel post or a carload of automobiles by freight, and the record of these shipments is also shown on the back of the invoices covering the shipments. We also show on the back of the invoice the order number, freight or express bill number, the amount of freight, express or parcel post charges, the date goods were received, a notation

that we can see the price at a glance. This is very handy to make comparison of prices in the past, especially on feed and provision purchases.

As to the report of goods needed, each department daily places its "want" sheets in a file on my desk and if the "needs" are justifiable the order goes forward immediately. Should it be unprofitable to have a fifty-pound shipment come out at once we hold the "need" sheet until we can increase it to 100 pounds, but, should it in our opinion, be profitable to the

we notify them and advise them that we have added same to the invoice, or ask them to render correct invoice. We also keep what we term special records of goods received. We weigh all the meats entering our meat market and keep records in detail.

We also have a receiver of all freight shipments. He obtains the billing from the railroad agent before freight bills are rendered and he uses a separate book to record all freight shipments. When freight bills are rendered we check them against his record and then verify them with the invoices. It happens occasionally that an overshipment occurs and at the time we have either no invoice or no freight bill to cover it. By checking against the receiver's record it can readily be seen that an overshipment has been made, either through an error on the part of the shipper or an error in billing. We can then notify the shipper and get the matter adjusted at once.

Sometimes goods billed are short and a notation is made on the freight receiver's book and reported to the agent at once, before the shipment is moved. The note is mailed at once by the agent on billing, which means a speedy adjustment if claim has to be made.

Our express and parcel post shipments are handled similarly, but by another party.

We believe we have a very complete system of buying, as from the time the order is placed until the goods are in the house it is being followed up by a record and a clearance has to be made on the invoice to the effect that the goods have been received before payment is made. The clearance has to be substantiated by freight and express bills and bill of lading.

J. C. Ziegler.

Japan's Trade in Toys.

Japan's trade in toys, which once showed a steadily increasing tendency, owing to the recession of Austrian and German merchants from the trade arena, is reported from Yokohama to have shown quite a contrary tendency lately.

Immediately after the outbreak of war American and Japanese toy makers were suddenly called upon to supply toys that had been furnished by Austrian and German manufacturers. The Japanese manufacturers particularly were looked to by the dealers in the Philippines, the Dutch Indies, and India, for the supply of colored-paper toys, small flags, and wooden models.

Thus trade showed a great expansion and inspired hope in the Japanese manufacturers, who then sent their representatives to those Southern markets and investigated the possibility of the line. Some of them had already carried out a great increase in their operations. Before, however, the extension had been fully effected the sudden contraction of trade came.

Japanese toys appear good, but are declared to be not durable. The coloring is also said to be poor and not durable, particularly when the goods are sent to Southern lands.

Every man realizes that he used to be a chump.

Goodbye Summer!

Farewell, Summer, cold and bleak,
With thy heavens sprung aleak!
Gone for aye thy wintry days,
With their frigid arctic ways—
Back into thy polar nest
Speed thee onward, there to rest
With thy fog, and sleet, and frost,
And thy spirit tempest-tost!

Who designed thee none may know
With thy January glow;
Whence was born thine antic scheme
Only wizardry may dream;
Wherefore thy December touch,
Wherefore thy November clutch,
Wherefore all thy flood and hail
No mere mortal may unveil.

Possibly thou wast a jest
Of some Pow'r by wars distrest,
Sent to thrill a weeping earth
With a rude Homeric mirth—
But a sad joke, if at all—
Summer aping Winter, Fall,
Is a bit of empty chaff
Quite unworthy of the laugh.

Or, perhaps, some Cubist wight
Hath conceived thee on some night
When the gods were occupied
With Bellona's crimson tide,
Changed thee from the silky thing
All true Poets used to sing,
And for sunshine, zephyrs sweet,
Given us but storm and sleet.

Whence and wherefore all thy stress
Finite mind can never guess;
But 'tis certain, high or low,
Glad are we to see thee go;
And we hope till thou art sane
Thou wilt not return again—
Changeling Child of Flim and Flam,
Vale ad Aeternitum!

John Kendrick Bangs.

to the effect that the prices, extensions and footing are O. K., in what conditions the goods were received, and to what departments they are to be charged. It is necessary for us to give the express and freight bill numbers and amount of same in order that the auditing department may check the invoice against the shipment and see if it corresponds with the express bill rendered by the railroad or express company.

We keep a separate record of all carload shipments of all kinds of goods, showing date received, car initial and number, contents of car, of whom purchased and also price of goods. We have the record so ruled

company we certainly would not wait. We agree with one of our brother commissary managers who had two or three barrels of sugar shipped by express, realizing what it meant to the commissary patrons and his employers that contentment is a big asset in the commissary trade.

Further reference to goods purchased, if the goods, prices, terms, etc. are found correct as per our order, we O. K. the invoices for payment and if not correct we have the adjustment made or credit memorandums issued for the difference. If the firms of whom purchases have been made make errors against themselves, as to weight, count or price,

Grand Rapids Railway Company

Four Cardinal Features Observed by the Largest Employer of Labor in the City

SAFETY

These are the cardinal principles in the policies of the Grand Rapids Railway Company.

And the greatest of these is safety. The motorman who takes chances does not last in the street railway service in this city. The conductor who runs risks is soon dropped. The company has no use for any employe who makes the wrong choice between safety and hazard. Safety first and all the time is taught in the first lesson to the novice in the service. It is drilled into them on all occasions and at every opportunity. Make the street cars safer than walking for children and the aged. Make them secure for women and men. Be as careful toward pedestrians, drivers of all kinds and the general public as for the patrons of the road. This is the daily teaching given the railway employes. This is drilled into them as the pet policy of the road. It is their education and training, and in time becomes a part of their very life habit. Safety first.

The Grand Rapids Railway Company carries more than a million passengers in the course of the year. The cars traverse the busiest thoroughfares and the streets of many residences. They pass schools and factories and churches. They encounter children in the streets and sound the gong for crowds downtown. The opportunities for accidents and mishaps are everywhere and all the time, and yet how rarely is one reported, how rarely are injuries sustained by rude contact with the cars. It is because the company's employes are drilled and trained in safety; they are careful, watchful, always alert in safeguarding the public.

The vigilance and care of employes would be in vain if what they had to work with were crude and imperfect. The company does its part in insuring safety by providing the latest type cars and equipment. The P-A-Y-E's are for the safety of passengers as well as for their convenience, and these cars have been put on several lines and will be put on all as rapidly as it can be done. All cars are equipped with the best type, most powerful and quickest acting brakes. In track construction the heaviest rail is used. No precaution is neglected and no safeguards overlooked that will prevent accidents or mishaps or delays in the service, and employes are trained to make the best use of what is provided. This policy is not occasional or spasmodic; it is all the time and continuous. It is safety first.

The education in safety has not been confined to employes. The general public itself has received the constant teachings of the company. Do not get off or on a moving car is the warning most frequently sounded, and it is a warning employes themselves enforce as far as they can. Do not get off a car backward comes next, and it is addressed especially to women. Watch out for the car from the opposite direction if you cross the street. See what vehicles are coming before getting off. These

are the maxims of safety and constant preaching has made them familiar.

EFFICIENT SERVICE

Efficient service means much. It is more than frequent cars at regular intervals. It includes sanitary cars, cars that are clean and attractive, cars that it is a pleasure to ride in. It means neatly dressed conductors. It means courtesy and consideration, the spirit of kindness, the willingness to serve. Be careful is the first maxim in the street railway service; be polite is the second. Rudeness is not tolerated. Courtesy to all is insisted upon. And in the enforcement of this cannot the public lend aid? If discourtesy in any form is encountered the company expects and desires that reports shall be made. But the public can do more than this. Patrons can encourage conductors and motormen in their good endeavor by reporting instances of special merit. If a conductor shows more than usual care for an old lady getting on or off the car, if he is a father to a flock of children, if he is gentle with the feeble, helpful to the women and attentive to all, if he shows marked courtesy in any form or unusual patience in a trying position, why not report him with a brief recital of the circumstances? Will not this encourage him in his good service, make him feel that what he is doing is appreciated and perhaps help him toward the promotion he is hoping for? It costs no more to pay a deserved compliment than to lodge a kick, and it is just as helpful to good service.

The company does not ask for commendations in its own behalf, but it is always glad to receive words of praise for its employes, for this helps to make them still better employes, and helps also to determine those in the ranks deserving of recognition and reward.

Efficient service means clean and well kept cars, and the condition of its cars is one thing that makes the Grand Rapids system notable among the city lines of the country. The cars are roomy, with big windows and comfortable seats and wide aisles and easy entrances. The P-A-Y-E's on several of the lines are of the latest type, and these cars will be on all the lines as soon as the change can be made. With the well kept cars necessarily goes the well kept conductors and motormen in their neat uniforms. Did you ever see a ragged or dirty or tousel conductor on the city lines? Pride in their cars and pride in themselves gives them pride in their work and adds to their efficiency.

Efficiency includes freedom from interruption in the service and to safeguard this the speedy gasoline-driven repair equipments have been provided, and a complete power plant is maintained. Efficiency means smooth and solid track, and last year the company expended the larger part of \$180,000 in track reconstruction, putting in new and heavier rails and sound ties. It was to promote efficiency that the car houses

were built and that fully equipped car shops for building and repair are kept up.

PLEASE THE PEOPLE

Please the people. This is the present day policy of all properly managed corporations dealing with the public. It is one of the cardinal principles of the Grand Rapids Railway Company. And it is not based on sentiment; it is purely a business proposition. Clean and attractive cars, quick and regular service, courtesy at every point and safety always tend to popularize patronage. People will ride more frequently and more willingly when it is made easy and pleasant for them to do so. The kind of service given often determines whether to ride or walk, and the company's aim and effort is to encourage riding. The desire is to make patrons comfortable and as far as possible make them enjoy the trip.

It is to please the people that the "complaint department" is maintained, and fault finding, whatever may be its character or cause, is given first attention. Investigations are promptly made and the utmost care is taken against repetition. The company is human enough to be glad when persons express their satisfaction, but praise is secondary consideration to any complaints that may come in. The aim of the company is to deserve praise, but what it asks for is suggestions how the service can be made better, how discomforts of any kind can be eliminated, how the patrons and the public can be made more satisfied. This is the spirit of the modern well managed public utility. It is the spirit of the Grand Rapids Railway Company. Safety may come first, and then efficiency, but please the people embraces safety and efficiency and much more. Carelessness in any branch or department of the service is not pleasing. Poor equipment is not pleasing. Slow cars are not pleasing. Discourtesy in any form is not pleasing. Neglecting complaints does not satisfy. And therefore to please the people the company does its best to meet every requirement, and is constantly seeking how to do still better, with suggestions from every and any source always welcomed. It may not always be possible to satisfy every demand, but it may be depended upon this is not through any lack of willingness on the part of the management. The aim is to please, for pleasing the people is the best way to win their friendship and their favor.

The important factors in carrying out the policies and principles of the company are the conductors and motormen. These are the employes who come in daily contact with the public. Upon them rests whether the patrons are pleased with the service or displeased, whether there is courtesy or rudeness, whether it is safety first or hazard. The tact and patience and willingness of the conductor, and the alertness and skill of the motorman may make all the difference between the people being pleased and otherwise.

WELFARE FEATURES

In carrying out its policies of safety, efficiency and the people be pleased, the company must have the right kind of men. It must have men of intelligence, good character and good habits and of natural adaptability. Care is observed in the selection, and then care is taken that their treatment is such that they will remain in the company's service. The discipline may be sharp, the training may be severe, but the rewards are certain. The conditions of work are made as favorable as possible, the rights of the employes as men are recognized, and however long a man may be in the service he always has the incentive which hope for further advancement gives. The employes have their clubhouses at the car houses on Wealthy street, the west side and on Hall street, where they may spend their leisure hours, and where on occasions their families may gather for social entertainments. They have their co-operative associations for the reduction in the cost of living.

They have their mutual benefit insurance. With their families and friends they have their annual picnic and entertainment. In every way they are made to feel that they are part of the company and their fidelity and loyalty are among the company's best assets, and this is why the service they give is so much to the liking of the people.

Providing the clubhouses for the employes and seeing to it that they are fairly treated, the company takes a friendly interest in all their activities and undertakings of a social and beneficial nature. This interest is not paternalistic or supervisory. The men manage their own affairs in their own way, and the company only looks on, encouraging the men in their good behaviors, contributing its share when funds may be needed, and offering counsel only when it is asked for. The relations between company and employes are of cordial friendship, based on mutual respect and the mutual desire to please the public.

Attractive and well kept cars, intelligent, courteous and well dressed conductors, the policy of safety first, quick and regular service over tracks that ride smooth, these all contribute to efficiency. It is efficiency that the public asks for, and because it is what the public wants it is what the company strives hardest to give.

MAXIMS OF SAFETY

Cause a delay if you must, but not an accident.

Why take a chance?

Loss of time is better than loss of limb.

Make it safe.

Better delay than regret.

Do not get off or on a moving car.

Waiting is easier than going to the hospital.

Think of the other fellow's safety.

Watch out for the car on the next track.

Do not get off the car backward.

Think and act—SAFETY FIRST.

TENDER TRIBUTE

To Marital Relations of Edwin Owen and Wife.*

Some years ago—and the time by the calendar is much longer or seems much longer than from memory—a young man and a young woman stood up and listened, or listened as carefully as their nervous and excited state would permit, to the words, "Do you each take the other, in prosperity and adversity, in joy and in sorrow, in sickness and in health, as long as you both do live?"

At that time, like most young people, they scarcely realized the words. The bride was wondering whether her veil was on straight—the groom was perspiring from fear he could not locate the ring at the proper time.

It is only after years of married life that the real significance of the words and their meaning are apparent. When the husband finds his business not going as he wants it to go, when the every day cares and perplexities bring heart ache, what a comfort the wife is in these trying periods! It is then the full meaning of the marriage vow dawns on him. In prosperity and in adversity his wife is by his side to do her part—and she does it. He comes home depressed and discouraged. He goes out to the day's combat with renewed zest and vigor, heartened and encouraged by his wife's love and confidence and her cheery words and smile.

When the wife takes sick and to her the future looks dark and the joy has gone out of living, only then she turns, as never before, to her husband and finds him standing there like the Rock of Gibraltar to encourage her, comfort her and care for her.

The couple whose wedding anniversary we are celebrating to-night have had their share of struggles and trials, their ups and downs, days of sunshine and days of shadow, but it is a pleasure to their friends, and must be a satisfaction to themselves, that although sometimes the rowing has been hard and the adverse currents at times swift, their boat has been steadily going up stream. It affords every one here present the very greatest pleasure that, as they have grown in years, they have grown in personal standing in this community; that we as their friends take great pride in the good opinion in which they are held by the people of this city; that the young groom of years ago holds a place in this vicinity for honesty, sobriety and Christian citizenship; that his word is as good as a written contract; that in everything tending to the moral and physical welfare of this city, as well as in the active work and support of the church, his name stands out clear and big; that in addition to his splendid personality, the actual work of his hands, by the erection of some of the best buildings of this city, will stand as a monument to his skill and ability when we have passed on to another world; that the bride of long ago has not lagged behind in this

*Address by C. Carroll Follmer at the recent wedding anniversary of Mr. and Mrs. Edwin Owen.

married team work; that not only her sterling character and her well trained mind helped the groom to attain his high standing among men, but in her woman's sphere is a force for good in all the walks of life; having served on the U. B. A. Hospital Board; is now on the board of the Ladies Literary Club; a member of the Finance Committee of the Social Welfare Association; one of the organizers of the child labor movement in this city; an active member in the Daughters of the American Revolution and, although differing, owing to her early training, with some of the teachings of her husband's church, she enters with him into the work of that church with as much zeal and loyalty as those whose training has led them to believe that all the law and the prophets is ex-

value, but of the good will, love and friendship of each individual member that goes with it, with this toast:

May you live to enjoy many anniversaries of your wedding day; get all the good things in life by your best effort; having enjoyed youth, may you delight in your maturity and grow old gracefully.

Relation of Dirt and Discourtesy to Business Depression.

Written for the Tradesman

Just at present, and for several months past, retail dealers in many parts of Michigan and adjoining states are complaining bitterly because of a sluggish condition of trade. While it is very true that to a certain extent, at least, these conditions are almost inevitable, still there are certain phases of the mat-

makes a date with me, with too glib quickness, only to find that he has deliberately "stung" me and wasted my time. When I enter the store in the absence of the "boss," I find the only clerk so deeply engrossed in the morning paper or some magazine that he can pay no attention to me except to emit a grunt in reply to my query as to the whereabouts of the proprietor. I only gain that information after diligent and prolonged enquiry. I naturally conclude that the subordinate is merely taking his cue from the "boss" and, very naturally, when I have a dollar or two to spend, I do not spend it at that store.

This suggests the thought that if the manager or proprietor of the store treats me this way, he also treats all salesmen and all other persons who have anything to sell in the same manner, which would account for a small, but constant loss of trade to his store.

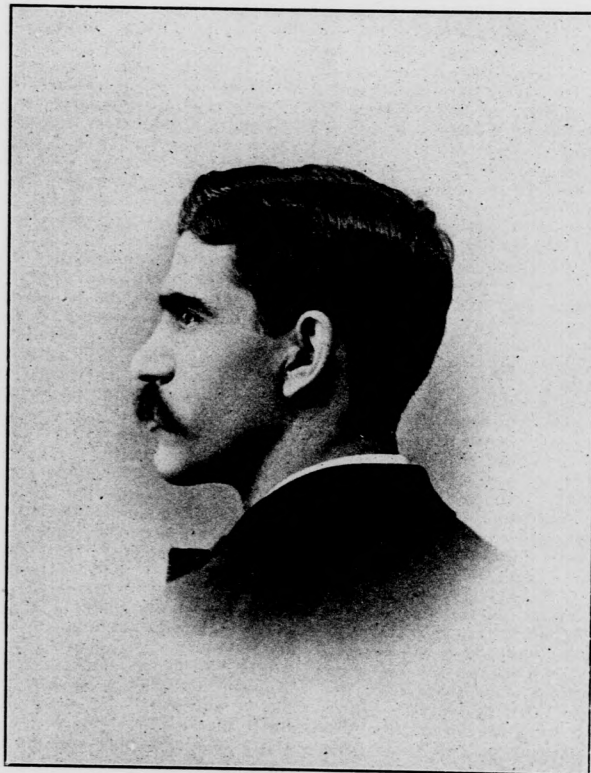
I might add that I have seen women turn away in disgust from a dirty grocery counter and leave the store without spending a cent, when all too plainly the cause was either lack of courtesy or too much dirt. Courtesy costs nothing, while cleanliness will pay big dividends upon the time and money expended in acquiring and maintaining it.

I would not for a moment contend that all or even a major part of the business depression was caused by either dirt or discourtesy, but certainly a surprisingly large percentage of it can be traced directly to one of these two things, both of which are absolutely unnecessary.

To the credit of the merchants and business men of Michigan it may be said that they are, as a class, both clean in person and in their business places and courteous and pleasant to meet, but every town is pestered with a few of the other kind, and these few are usually the ones who are making the loudest noise about business depression.

W. A. Carpenter.

The green grocer is in a position to acquire a lot of ripe experience.



C. Carroll Follmer.

emplified in the Westminster creed. If you have any doubt as to the pace she sets for church attendance, try to keep up with her for a month or two.

In one of Shakespeare's plays, Polonius, among other words of good advice to his son, Leartes, says:

"The friends thou hast and their adoption tried,

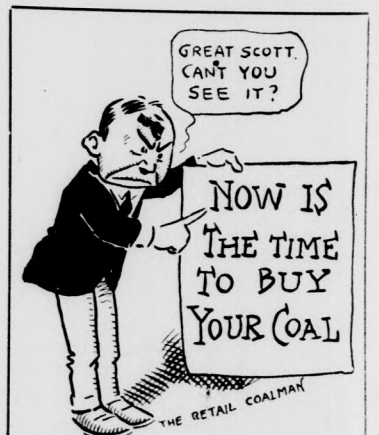
Grapple them to thy soul with hoops of steel."

This Westminster Recreation Club, in the many pleasant winter evenings in which we have met together, helped to forge some of these hoops. That the meetings have been the source of much enjoyment if not instruction we all agree and it is now my pleasure, in behalf of the organization, to present to our friends and fellow members, Mr. and Mrs. Edwin Owen, this gift of china, asking them not to think of its slight monetary

ter that will stand investigation.

It has been said that no "chain is stronger than its weakest link" and this is true without the shadow of a doubt, and my experience as advertising manager of small city papers and editor of country weeklies has given me an insight into the lives of many retail merchants which justifies me in my contention that all bad business conditions are not due to the general financial depression, but to slack and unbusiness-like methods of some dealers.

My work frequently takes me into a store where the proprietor clearly is not busy and has been sitting a moment before with sprawling legs and an all too evident desire to kill time. The moment I enter he jumps up and immediately gets too busy to answer my "Good morning" with more than a grunt. He refuses me the courtesy of even a moment, but



Write me for special delivered prices for September.

J. H. Smith

Mine Representative

521-522 Ashton Bldg.

GRAND RAPIDS, MICHIGAN

CERESOTA

is the

Guaranteed Spring Wheat Flour

An immense crop of splendid quality
puts us in the running this year.

WRITE US FOR PRICES.

TETLEY'S TEA

*Fragrant
and
Delicious*



From the Worlds Finest Tea Gardens, the Mountain Estates of India and Ceylon.—Scientifically Blended.—Packed in Sanitary Airtight Tins.—Absolute Purity and Plantation Freshness.—As Rich and Full Bodied as High Grade Coffee but more Refreshing and Healthful.—A Piquancy of Aroma and Flavor all its own.—*One Taste and then another and you are spoiled for any other Tea than Tetley's.*
**A LOWER CUP COST THAN ANY OTHER BEVERAGE,
OVER 300 CUPS TO THE POUND.**
(Coffee Only 35 Cups.)



TO THE TRADE:—

You will notice in this space an imprint from an electro suitable for use in advertising TETLEY'S TEA. This electro can be used advantageously either for Newspaper Advertising or for Hand Bills. We keep a large number of these constantly on hand, and shall be glad to send one promptly free of charge to any grocer who sends for same.

The progressive grocer takes considerable pride in advertising and pushing the sale of quality goods. He realizes that this not only sells these goods for him at a profit, but that, at the same time, he is making a valuable increase in his good will with his customers. He strengthens his own reputation as a quality grocer, and does his share towards educating the general public to demand quality goods.

Our distributors have a special sampling proposition in connection with the sale of TETLEY'S TEA at the present time, and their salesmen will be glad to give you all particulars on enquiry,

Yours respectfully,
JOSEPH TETLEY & CO., INC.

JUDSON GROCER COMPANY

THE PURE FOODS HOUSE

Wholesale Distributors

GRAND RAPIDS, MICHIGAN

ON THE THIRD FLOOR.

Successful Bargain Department Maintained at Muskegon.

If one wished to try an experiment in merchandising with a mixed class of trade, no better point could be chosen than Muskegon.

Muskegon is a thriving manufacturing city with a big knitting mill, a motor works, a foundry, refrigerator factory, et cetera. It is also a base of supplies for the surrounding rural population and smaller towns.

Muskegon has 34,000 population. The nearest town larger is Grand Rapids, forty miles southeast, which has 130,000. Directly across Lake Michigan about eighty miles is Milwaukee. Southeast across the lake 110 miles is Chicago.

Now with the field of effort as described, the Geo. M. Dratz Co., operating a dry goods store, the largest in town, with a millinery and garment department, decided to try a bargain department on their third floor.

They found that a department of this kind could not confine itself to goods sold at 5 and 10 cents, and successfully compete with the syndicate stores.

Dratz & Co. are not quitters, and it took two years to convince them that the range of merchandise should be broadened. In this two years the department lost money. The third year, under the new policy as to merchandise handled, the department broke even. It is now in its fourth year, and making money.

The old adage about a prophet not being without honor except in his own country has been a plague to many a boy who would like to make good in "his own home town."

This didn't bother C. Herlein. He started with a store in Muskegon, and now he's back in Muskegon after seven years' additional experience in Bloomington, Ill.; Canton, Ohio; Michigan City, Ind., and Joliet and Streator, Ill., acting as manager in the last three towns mentioned. He knows where to buy the merchandise for his department, how to display it, how to advertise it, how to sell it. He does all these things for Dratz & Co.'s bargain department, and does them well.

Mr. Herlein goes to market three or four times a year, buys a good deal from road salesmen, and orders regularly from a catalogue. You see he doesn't miss any chances.

The Dratz bargain department covers about 7,000 square feet, and has a good high ceiling and fine light front and back. The department has excellent elevator service. This is necessary if a dealer wants people to go to the third floor.

The stock averages about \$7,000. The sales of the department are about \$30,000 a year, so you see the stock is turned more than four times. That at once indicates a good, healthy condition.

Profits are not sacrificed to obtain this volume of sales, as the bargain department does its share of profit-earning.

The store is departmentized, and

each department record of sales, expense, etcetera, is complete.

The bargain department has two advertisements a week, ten-inch triple column. The department gets one of the two windows every other week, for a week.

This is liberal treatment for the department, but it is fully appreciated by the manager, and he strives to make the department worthy of the treatment it gets.

There are six saleswomen in the department. They do not go to other departments, nor do the clerks on the lower floors come up to wait on customers.

Mr. Herlein does not hesitate to serve customers himself when the saleswomen are busy. In this way he keeps in close touch with the demands of his trade. He said with considerable pride that he knew everybody in the town.

It might surprise the average merchant to know that in this bargain department in a dry goods store, not a department store, the four best selling lines are china, laundry appliances, aluminum ware, and paints.

Herlein does not fear the competition of hardware stores or crockery stores on these items.

The paints, for instance, are guaranteed for five years. The sale of aluminum ware, Mr. Herlein states, is constantly increasing. This ware is much higher in cost than enamel ware, from two to four times, but is guaranteed for ten, fifteen and twenty years, according to make and quality.

Now Mr. Herlein is not any more afraid of hardware competition on lawn mowers and gas ovens than on the items mentioned above. He sells lawn mowers \$3 to \$8.25, and guarantees them for all ordinary "wear and tear." He sells gas ovens 98 cents and \$1.89 (cheaper than the local gas company prices).

The Dratz department competes with jewelers on alarm clocks at 69 cents to \$1.95.

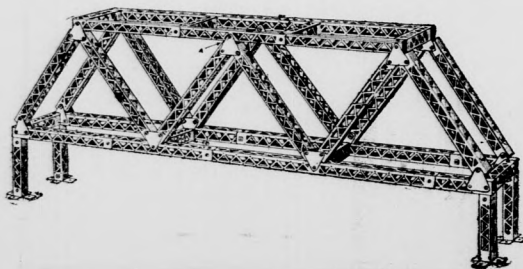
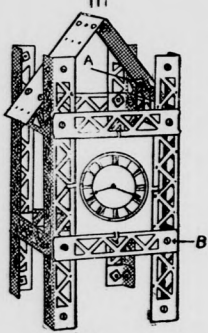
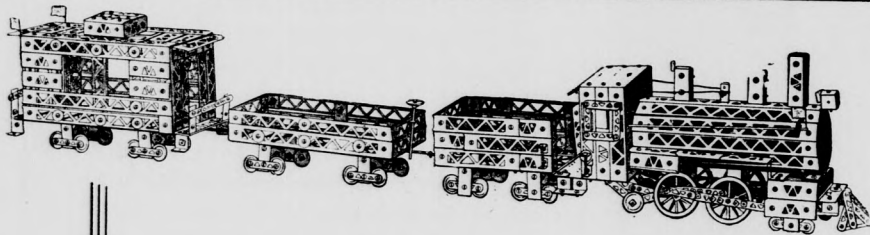
Dratz competes with furniture dealers on baby carriages, with book stores on books ranging 10 cents to 98 cents per volume. It may interest some dealers to know that the 23-cent line of binding sells best.

There is no man-fear in the Dratz competition, or Dratz quotation of prices. Prices are the feature of the window displays, and in the advertisements for the bargain department.

The drawing power of both are a help to the whole store. Sometimes a portion of the items show no profit at all, but this is considered good advertising.

There is great diversity of stock in this department. Hammocks at \$1 to \$3 are good selling items; also suit cases at 48 cents to \$4.19 in fibre matting and leather. No trunks are sold. Herlein sells a wool axminster rug, 27 x 54 inches, for \$1.39 regularly, and sometimes special at \$1.19. He says it usually costs \$1.35 wholesale, and sells at \$2 retail.

A visitor to the Dratz department is impressed with the display of merchandise. Everything is in sight on counters, shelving, ledges, and every-



Erector is the Nationally Advertised Toy

YOUR SALES AND PROFITS ARE ASSURED
WHEN YOU HANDLE IT

Attract the Boy to Your Store WITH THE TOY "LIKE STRUCTURAL STEEL"

THE growing child has a passionate desire to Build Something—To Construct—To Create. It is not sufficient that you give him something to "wind up." Things that must be "wound up" leave the child nothing to do but look on and lose their value as soon as the "watching" becomes tiresome. A Real Toy is one that encourages that "make something" in every child. Look at the designs on this page; every one of them built by a boy and representing only a small portion of an endless variety that may be constructed with

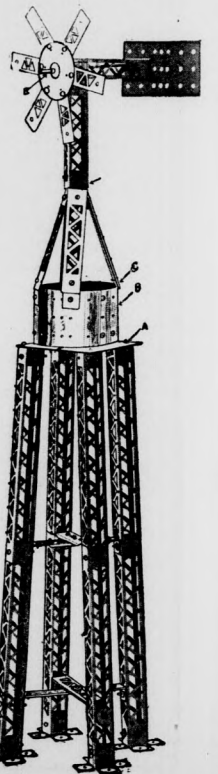
ERECTOR

Largest Selling Toy in the World

Trade Prices and Catalogue on application

The Mysto Mfg. Co.
NEW HAVEN, CONN.

Chicago Office and Display Room, 901 North American Bldg.
MONROE AND STATE STREETS



thing is price marked in plain figures. Also there are many price cards displayed. Nothing is left to chance as regards attractive and effective display.

One counter had a fine display of brass goods, umbrella holders, desk sets, smoking sets, jardinières. Strange to say, in this wet season, the umbrella holders are slowest in sale, the jardinières the best.

If one is fond of music the Dratz department offers graphophones at \$10, or with a case and five records at \$15.

Purchases have to aggregate 50 cents for delivery.

On Wednesday during July and August the store closes at noon, but the bargain department has an "after breakfast sale" Wednesday forenoon which makes that half day equal any other full day.

Dolls are the biggest item in the department at holiday time, when the stock runs about \$2,000. Herlein was fortunate in getting some German dolls for this season's selling, which had been refused by Canada.

Essentials of Good Cookery.

Providence has endowed America with countless edible good things almost unknown to Europe, and, if prepared and cooked in the right way, they certainly are unexcelled anywhere. To say that we have no native good cook, black or white, male or female, would be just as foolish as to assert that all of the foreign cooks are artists in their profession. Good and bad are to be found everywhere, and nobody is perfect in this world. A good cook, black or white, male or female, given the right goods, can turn out a good meal anywhere.

But let me tell you that there is a vast difference between cooking some cookies and a chicken in its own juice and flavor at home, and preparing and serving hundreds of different dishes to a thousand people in a big hotel, restaurant, or club; and feeding besides the small army of help and its officers, which task is, in itself, a whole problem. There the chef must have not only l'esprit d'initiative, but also a full capacity as cook. He has to be a good organizer. Hence his well-earned high salary. A negro may take to cooking as a duck to water, but to be a real chef takes a good many years of practice and study and a good deal of intelligence. He must also be a philosopher to bear the brunt and grunts of the inveterate and chronic kickers who, like the bad weeds are always present, and whose sole occupation and agreement

seems to be to find fault with everything and disagree.

If anybody doubts my assertions, let him to take a trip to a modern kitchen in one of our large first-class hotels and have explained to him the workings of the different departments and all their complicated machinery. That would no doubt be very interesting, and ought to be a revelation to the doubting Thomases who imagine that roasting a chicken or frying a steak is all that is necessary to make a good chef.

We often hear that the American woman, in general, is not as good a cook as her European sister. Considering the large number of people who patronize the hotels and restaurants in our big cities there appear to be some truth in it.

The reason can be found in the fact that, although the American mothers and grandmothers took a personal interest in the kitchen, few, alas! of our wives and daughters like to put on an apron and cook. And such is human nature that we would rather go hungry or go out to eat than see our darlings perspiring in doing their housework.

Another thing we have to recognize is this: Not everybody has the same appetite or the same tastes. One likes one thing, another abhors it. Serve the same dinner to, say, fifty people; twenty will find it good, twenty only passable, five bad, and five execrable.

After all, the best cook is a good stomach. The best sauce is a good appetite. And a clean conscience and a healthy body make out a good digestion.

Desire Lescarboura.

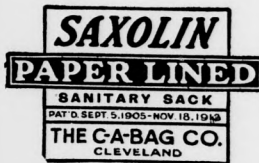
Silk Trade Prosperous.

In the silk trade things are holding up extremely well. The raw material has been rising in price, and the outlook for the manufacturers of goods is excellent. Raw silk has been bringing better prices in Yokohama of late, despite—or perhaps because of—the fact that there is now no syndicate trying to uphold figures above a minimum. A lack of imported goods is helping the domestic manufacturers of silks, and is also giving the latter the opportunity of showing how good fabrics they can make. The dyestuffs scarcity is not affecting the makers of silks as much as it is the cotton manufacturers, since they can resort to the use of natural, or vegetable, colors. All kinds of silks seem to be in demand, with satins and pile fabrics in especial favor. The larger use of ribbons in millinery is affording also an outlet for these narrow constructions.



WHERE THE FLOUR COMES OUT—THE DIRT GETS IN.

The paper Film lining of the Saxolin paper-lined Cotton Sack—Closes the porous mesh of the cotton and prevents the Flour from sifting Out and likewise the Dirt, Dust and Impurities from getting In



Assurance of Pure, Clean Flour. Ask Your Miller

The PAPER LINING does it

THE CLEVELAND-AKRON BAG COMPANY, CLEVELAND

POWERS' Gala Fair Offering
Entire Week Com. Sunday Evening Sept. 19

Selwyn & Co. proffer the *Big Laugh Festival*

"TWIN BEDS"

Seats now selling. Prices: Eve., 25c to \$1.50
Popular Mats. Wed. and Sat., 25c to \$1. No higher

Use Tradesman Coupons

Thomas Canning Co. Grand Rapids Michigan

Are in the market for White Pea Beans, Red Kidney Beans and Canning and Cider Apples

TALKING UP OR DOWN.

How Knockers Can Impair Real Estate Values.

Written for the Tradesman.

Tell me what kind of real estate men your town has, and I'll tell you what kind of town it is, and whether the real estate business is—comparatively speaking—good or bad.

It is not the town that makes the character of the people so much as the people that characterize the town. True, location determines its present size and its possibilities of future growth; but, apart from location, the spirit of the community, progressive or otherwise, is the key to success or failure as the case may be. And whether a community is brisk and busy or slow and somnolent depends, in a larger degree than they themselves usually are aware, upon the spirit of its real estate dealers.

There is no community, large or small, in which the real estate man has not an active mission to perform, and a good living to make if he will go the right way about it. That, in many small places, the real estate business is "punk," is in a large degree due to the real estate men themselves.

The real estate man does not need to be a boomster—but he must be an optimist. The boomster is a product of one-tenth optimism and nine-tenths imagination. The optimist represents confidence and courage equipped with intelligent knowledge of the locality and good sound common sense. Like all good salesmen, he must know his goods, not merely their strong points but their possible defects. To this thorough knowledge, he must add confidence in himself and in his community.

Every community has its particular advantages. The real estate man who fails to "talk up" his own town cannot plead as an excuse that it is no good. Farm land and city lots are as far apart, in a real estate sense, as the poles; yet, given the right customer, farm land is as readily salable as city real estate, and the commissions are just as good. Land, wherever it is situated, has a definite value. There may be booming and inflation of values, but there can be no overproduction; for the simple reason that the area of dry land is constant. A million years hence, there will be to all intents and purposes no more land available than there is to-day; and it will have to satisfy and sustain a larger population. It is on this incontrovertible fact, that the demand for land grows slowly but steadily, that the real estate man can safely base his optimism, as on a rock. Every sort of real estate from farm land to city lots and everything in between has a definite and increasing value; and, rightly bought, any sort of real estate is a safe investment.

Hence, the real estate man who knocks the product he is selling, is running directly counter to the facts of life. He is knocking the foundation from under his own business superstructure. Successful real estate salesmanship is based on local con-

fidence in the future of the community.

The real estate man's task is to get the vendor and purchaser to agree on terms. The thorough-going real estate man does his hardest work with the purchaser. The indifferent real estate man, following the line of least resistance, saves all his strongest arguments for the vendor. The one tries to induce the purchaser to come up to a given price which may or may not be above actual value; the other works to induce the man who is selling to drop his price, probably below actual value. As a matter of fact, to effect a sale, each man must yield a few points in price; but the real estate man ought to work upward rather than downward.

The opposite tendency—the ten-

"talk up" with intending purchasers—but they were half hearted efforts.

The results were what might have been anticipated. A vendor, sacrificing his property, losing money to make a sale, frankly told other people why, and told them in the words of the real estate agent. "Taxes are too high—the town's dead," was the burden of the plaint. It was contagious. In a few years from the first knock, real estate in that particular town was dead as a doornail, and the real estate men were complaining that there was nothing in the business. Several of them moved away.

And then one or two outsiders came along, and studied the situation. Here was a growing town, with modern improvements, a fair tax rate,

real estate men will do a great deal to keep any town to the front. Confidence must begin at home, on the part of the local population, and the local men who sell real estate.

You say, "We have got to get prices down to within reason in order to make sales at all." Certainly; but don't carry this policy to the extent where you will refuse to talk up the property to the intending purchaser. Knocking, be it remembered, is contagious. If a price is too high, tell the vendor so, in confidence. And remember, that you do not have to sell that property to every individual in the community. So long as you have found the one man to whom that property at that price appeals, you have done your work and earned your commission. Your business is, not to hammer down prices to the figures where any man who comes along will buy, but to find the right man who will buy at a fair price.

Here is an instance. A man bought a small residential property in a town of 10,000, paying \$1,400 for it. He put in electric lights at a cost of \$50, improved the grounds, painted the house at a cost of \$50 more, laid cement walks, another \$15, and then listed it at \$1,500, at the same time expressing his willingness to sell for \$1,450. The best proposition he ever got through an agent was \$1,400 and that on an exchange basis. "That house ought to be listed at \$1,400 and sold for \$1,350," was the advice of one agent.

Yet the man himself sold the property without the help of an agent for \$1,450—his own price—and as I happen to know, being acquainted with the purchaser where he previously lived, the vendor could have got up to \$1,500 had he insisted. The problem was, not to get the price down to a figure where every man would buy, but to get the one man who would pay the price.

What America needs right now is, not boomsters indeed, but men who will sanely "talk up;" men who know actual values and are not afraid to dwell on them. Knockers in the real estate business destroy public confidence, not only in the community, but in themselves. As the case is often put: "What I want is a man to sell for me; if I want to give the property away I can do that myself." True, vendors are often extreme in their demands and must be reasoned with; but it doesn't pay to destroy the whole fabric of local confidence in real estate in order to bring prices down to a figure where everyone will purchase.

W. E. Park.



William Edward Park.

dency to run prices downward—may be natural; but it has bad results.

Take, as an instance, a community of 15,000 people in a fairly settled portion of the Eastern states. It is a good industrial town, and is growing, not rapidly, but steadily. The tendency of population is to increase; and, back of the community's industrial life, there is a splendid farming country. Here is, naturally, an excellent field for optimists; not boomsters, but optimists, who know their goods and talk up the selling points.

In course of time the business of this town drifted into the hands of the other variety of real estate men. "You'll have to drop that price to make a sale—you can't get the money—taxes are too high—the town's dead," was the sort of talk given the people who were selling property. True, the agents made efforts to

good industries, a fine farming country back of it—and real estate selling cheap. Within a few months several outside syndicates were busy snapping up the cheap real estate. The new men went in, talked up the town, advertised intelligently—and the survivors of the knockers' brigade, having been taught optimism, joined the chorus. Lots which, in the good times of 1911 had sold for \$300, in the none too good times of 1913 commanded double that price. Practically everything was built up in a single year. To some extent there may have been overbooming; nevertheless, real estate in that town to-day is better than it was five years ago. That is not the result in any sense of outside conditions, which are, as everyone knows, unfavorable; it was merely a matter of an optimistic outlook.

Moderate optimism on the part of

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Complying with all the requirements of the U. S. Bureau of Animal Industry. Established 1897. Incorporated under State law. Governed by Board of Trustees. Write for Free Catalogue.

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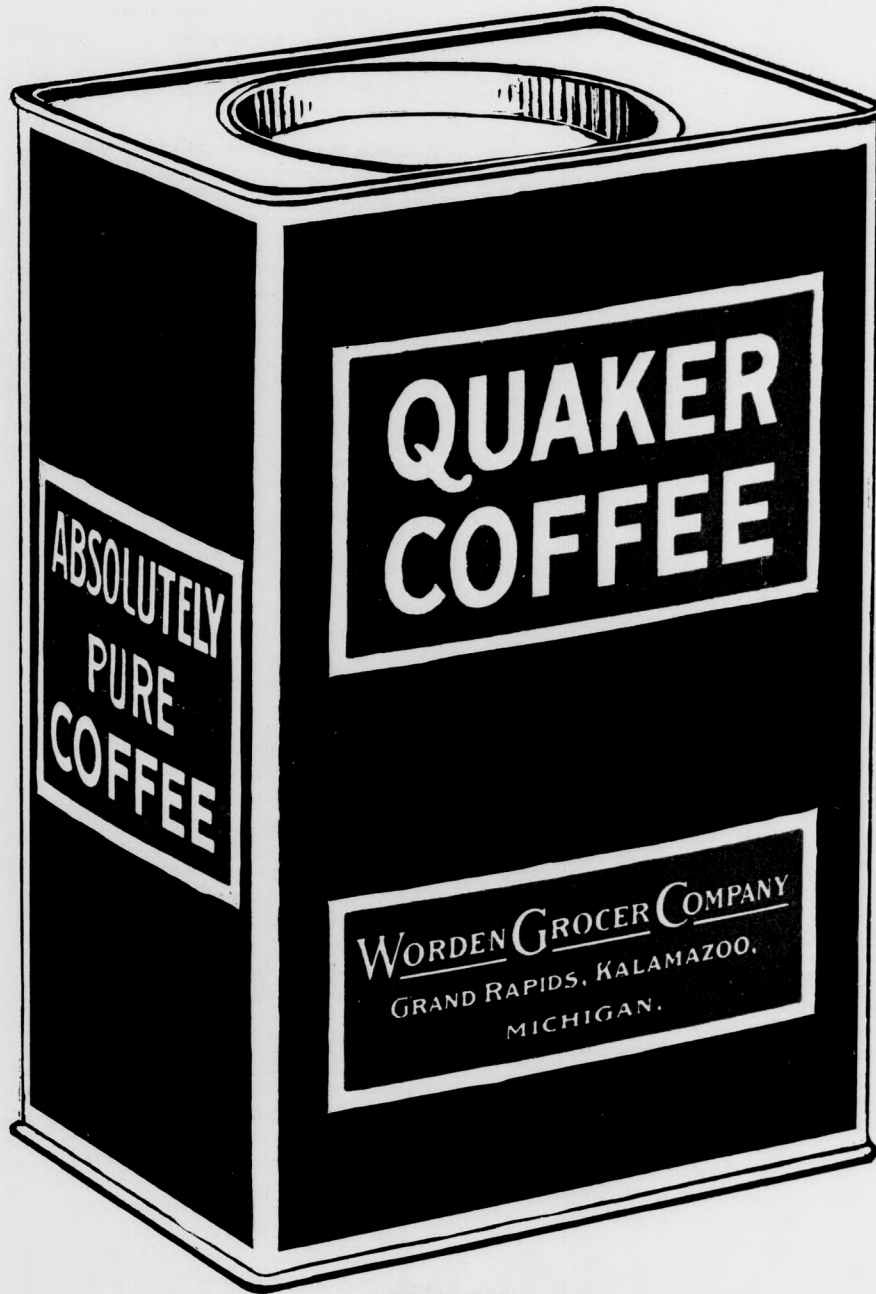
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The Sales of Quaker Coffee are steadily increasing.
It is a good coffee, an attractive package and satisfactory to the consumer.



STEEL CUT

Coffees of Quality

NEDROW - QUAKER - BOURBON - MORTON HOUSE

Roasted and Packed Daily by

WORDEN GROCER COMPANY

WHOLESALE GROCERS

The Prompt Shippers

Grand Rapids--Kalamazoo

RETAIL SALESMANSHIP.

Fundamental Rules Which Must be Observed.

Speaking of personality, brings to my mind a mental picture of one of the cleverest salesmen I have ever known, Mr. Charles Dear, the assistant buyer of Lord & Taylor's, in New York. Mr. Dear is a Southerner and Southern people are unusually sincere and courteous, but the point I wish to bring out is this: Mr. Dear sells thousands of dollars' worth of linens, where most any other assistant buyer in New York, were he put in his place, would sell but hundreds; and why? Because he applies scientific principles to his work. He has eliminated every mannerism which would tend to retard his growth. When customers enter his department, they are at once comfortably seated and made to feel at home. His conversation is directed at their mind, and not at their pocketbook, as he well knows that the sale takes place in the mind only.

It seems like a little drawingroom chat, but Dear gets their money just the same, and most of the big purchasers wait for him. He has never to my mind taken instruction in salesmanship in any school, but he has studied his own shortcomings until he has developed a wonderful personality, and he reads and grasps every bit of information being offered in current publications. He is a live one in every sense of the term, and it seems a pity that more men in a like position are not following his example.

Study the following chart: it will be of great value to you, no matter what you are selling—whether it be your services or a commodity. Cut it out, if you are a merchant and post it in a conspicuous place in the store, where all of the employes may see it. Have copies made on the typewriter and use them in class work in the store, select one of your salespeople to act the part of a clerk and one or more to buy, use real merchandise in this demonstration, and at the conclusion call for a general discussion of each of the six steps of the sale, then rate the salesperson according to the chart, the class acting as the jury.

The first duty of every salesperson is to attract the "favorable" attention of the customer to one's self and then to the merchandise. This is obvious, is it not?

Steps of the Sale.

Attracting Attention—Total 20 Points

1. Promptness—
- (4) Alertness, watchfulness 1
- Discontinuing other work 1
- Rapidity of advance 1
- Point at which customer is met 1
2. Attitude—
- (4) Showing recognition 1
- Showing expectancy and deference 1
- Appearing energetic 1
- Self-confident bearing 1
3. Facial expression—
- (2) Pleasant 1
- Expectant 1
4. Attentiveness—
- (2) Unexpected service 1

- Catch customer's first words... 1
5. Form of speech—
- (4) Courteous 1
- Suited to customer 1
- Offering services immediately.. 1
- Using customer's name 1
6. Tone of voice—
- (4) Audible, distinct 1
- Sincere 1
- Rythmical 1
- Suited to customer 1
- Arousing Interest—Total 20 Points.

1. First words regarding merchandise—
- (7) Definite information 3
- Most vital selling point 2
- Positive statement 1
- Referring to purpose of purchase 1
2. First actions in showing goods—
- (13) Promptness in showing 2
- Bringing goods to customer .. 2
- Placing goods in reach..... 2
- Displaying to best advantage as to use, color, form..... 4
- Removal of objectionable features. Handling to enhance value 1
- Showing right goods (noticing implied preference 2
- Creating Desire—Total 15 Points.

1. By words—
- (10) Following up interest 1
- Adapting to customer's suggestions 1
- Adapting to customer's actions 1
- Supplying new ideas as needed. 1
- Answering questions promptly.. 1
- Anticipating objections 1
- Using most vital selling points. 1
- Citing personal experience... 1
- Using evidence of other purchasers or authorities 1
- Getting customer to agree 1
2. By actions—
- (5) Showing right quantities..... 1
- Displaying to best advantage.. 1
- Showing points of superiority.. 1
- Appeal to the senses 1
- Comparison with other goods.. 1
- Closing the Sale—Total 20 Points.

1. Recognizing best time to close—
- (5)
2. By words—
- (9) Finding reason for delay..... 2
- Overcoming expressed objections 2
- Referring to customer's approval 1
- Showing advantage of immediate buying 2
- Suggesting that decision is made 1
- Getting customer's consent ... 1
3. By actions—
- (6) By eliminating other goods.. 1
- Overcoming expressed objections 2
- Demonstrating approved merits 1
- Suggesting that decision is made 2
- Introducing Other Goods—Total 10 Points.

1. Merchandise—
- (6) Allied lines 1
- In own department 1
- In other departments 1
- Inferred preference 1
- Advertised articles 1
- New goods 1
2. Form of speech—
- (4) Service instead of selling..... 1
- Suggesting further wants..... 1
- Tone of voice 1
- Suggesting future purchases... 1

Securing Customer's Good Will—Total 15 Points.

1. During the sale—
 - (6) By prompt service..... 1
 - By attentiveness 1
 - By courtesy 1
 - By merchandise knowledge.... 1
 - By unexpected service 2
 2. After the sale—
 - (9)—By continued interest 4
 - By expression of gratitude.... 2
 - By invitation to call again.... 1
 - By invitation to take advantage of special service features.... 1
 - By accompanying to the department limits on departure.... 1
- Thomas A. Knapp.

A Little Sidelight on Salesmanship.

To be aggressive without being brusque, forceful without impoliteness; clever without being too smart; these are the cardinal points of good salesmanship.

Aggressiveness is perhaps the quality around which most dangers center; it is the "thin ice" of salesmanship. The line that divided the "Spineless" man from the bull-dog type is not well defined. "Fools rush in where angels fear to tread." Likewise the over-aggressive plunge when all the rules of salesmanship tell him to tread softly.

To impress your prospective customer with the fact that you possess force is a good thing, and helps greatly to land the sale; but to give the impression that you have a superabundance of "gall" makes it necessary for you to overcome the dislike you create, thus the task of selling goods becomes a double problem.

The writer recently watched an over-aggressive salesman and learned a valuable lesson by so doing. The day was very warm, everyone, was in a cross mood; a feeling of unrest seemed to fill the air, like the electrically charged atmosphere which is the forerunner of a storm. Mr. Aggressive Salesman entered, carrying a heavy sample case and mopped his brow. To the first person he met (a polite demure little miss of a "salesperson"), he said: "Where's the buyer?" She looked at him for a fraction of a second, sized him up for a boor, and said: "In the rear, please."

To the rear he trundled his heavy case and, as he approached the buyer, dropped it on the floor with a "bang," saying, "It's hot, ain't it?" The buyer did not notice this unnecessary remark, but politely inquired: "What can I do for you?"

Here the youth thought was a chance to be "smart," and he replied with a grin that was supposed to be winning: "You can give me a chunk of the North Pole that 'feller Perry' discovered, if you want to."

Seeing this remark did not take well he opened his selling matter, but he had already cooked his own goose.

Now for the opposite type: Enter a young man, cleanly shaven, calm and cool as the weather would permit, without samples, without bluff, without the "knock-em-down-and-drag-em-out" air of the aggressive type. He did not ask for the buyer's

office, but walked around the store until he found it, asked for the buyer in a polite manner, then asked permission to show his goods. He secured consent, went to the door and hailed a boy who carried his samples—he sold.

Little Things of Life.

"Why don't you rent out a part of your house, Mrs. Brown? You could easily spare one or two rooms, and you would make a good bit during the year."

"I should like to do so. Indeed I have often tried to plan it. But there doesn't seem to be any way to divide the rooms without taking the boys' room or the dining-room."

"Why not rent the dining-room? It is cut off and your kitchen is big enough to use for a dining-room, too."

"Yes, it is big enough, but it is dark and not attractive. And worst of all—it is the kitchen. I feel that people, and especially children, need all the brightness and beauty that can be put into their home. I felt extravagant when I bought that pretty wall paper for the dining-room, but the children always seemed so happy about the table with the flowers in the middle, with Dick singing in his cage and the pretty paper and white curtains. No I really could not put them down to eat their meals in the kitchen. Even if I could rent the room the money would go for the children's pleasure, and I believe that a happy, bright dining-room where the family gathers three times a day is the most important room in the whole house, and far more essential than a few extra clothes or added amusements. Perhaps you think me old-fashioned, but that is my belief."

"Well, I think you are right. I always think there is no family who enjoys their home as yours, and I realize that your dining-room is really the center of the family life."

Knocking Mother.

Worn out by a long series of appalling French exercises, wherein the blunders were as the sands of the sea, a hapless high school mistress declared her intention of writing to Florence's mother.

Florence looked her teacher in the face.

"Ma will be awful angry."

"I am afraid she will, but it is my duty to write to her, Florence."

"I don't know," said Florence doubtfully. "You see, mother always does my French for me."

Even after a man sees where he made a mistake he keeps right on making more.

Excellent

Garage Service

Kelly Springfield Tires

"Made to Make Good"

ALLEN & DORTHY

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Both Phones 2375
Grand Rapids, Michigan

The Sign of an
 Up-to-Date
 Shoe Store
 is an
 ELLIOTT
 Button
 Fastener
 Machine



*We extend an invitation to visiting
 Shoe Dealers to visit our factory
 and see this machine.*

Elliott Machine Co.
 11-15 Commerce Ave. Grand Rapids, Mich.

CREDIT GRANTING.

When Its Abuse Becomes a Banking Proposition.*

Will you kindly allow me to express my appreciation at this time of being invited before you in this capacity. Also allow me to express my appreciation for the Hazeltine & Perkins Drug Co., of that part which the committees controlling this convention have allowed us to take, in trying to make this convention not only a pleasant but a profitable one. Our causes are really mutual and my company stands ready at all times to serve you to the best of its ability.

The lunch hour is fast approaching and I would detain you but a few moments in the consideration of the question which you have proposed to me and that I discuss for you at this time. In order that I may be thoroughly understood and that I may pave the way for the conclusion in the consideration of this topic, I must first speak to you upon the question of credit. It is very often asked, "Credit, what is it?" In the first place allow me to say that it is not a feeling, it is not a state of mind, a condition, nor is it a piece of paper. Some say, and we very often hear the expression, that credit is simply a matter of confidence in our fellow men. All of these statements are good but there must be something more than a general process of credit granting, and credit must be something more than a matter of simple confidence.

Strictly speaking and from a financial standpoint, credit is that by which the future is discounted. Credit is the warp of the woof of the fabric of our commercial life. Without the warp the woof is not, in any sense, of service. If the warp is rotten, is broken or even damaged then the woof is weakened and the rug or the carpet of commerce is of diminishing value.

It is said by some that there is a scientific basis for credit. Let me say to you that if we followed the scientific course and only sold parties who have ratings say of \$3,000 or more with good credit, many of us, both wholesalers, manufacturers and retailers, would be without orders and personal accounts to-morrow, and this nation in the commercial world would lose many merchants, manufacturers and bankers. It is not possible from the standpoint of currency to carry on all mercantile deals upon a cash basis, and it is not possible to conduct the commerce of this country or any other, only among those who hold high commercial ratings.

We must, therefore, seek somewhere for a principle or a basis that must be the cardinal principle running through the system, or the characteristic of human nature upon which we can base a fair amount of credit. There are what are called the three "C's" in the commercial world, and they are Character, Capacity and Capital. You will notice that I have put Character first in this list. There-

*Address of Lee M. Hutchins at M. S. P. A. Convention at Grand Rapids.

fore, it obliges me to illustrate my point. Give me a man with character and capacity and a small or a fair amount of capital and I can safely grant him a line of credit. Give me a man with capacity and capital and somewhat short in character and his credit will be limited. Give me a man with capacity and capital and poor character and he is absolutely, or should be absolutely, without credit.

You may change these words representing principles as you please and they will all revolve around the word character and when we get back to the final solution of all commercial transactions it will depend upon the character of the man engaged in the business. I, of course, admit that you cannot do business entirely without financial capital under the greater number of circumstances, but we can do better without capital than we can without character, and often if a man has capacity, good character, and a fair location, he is worthy of being backed by financial interests, and some of the greatest successes of the country and some of the most wealthy men have started in this way. If it were not possible for men of character to obtain the use of capital by way of credit granting there would be a diminishing number of men in business and a discount would be put by the very act upon the matter of character.

Therefore, I would illustrate it all by saying to you that every man should capitalize his possibilities. We must do this if we expect credit in the markets of the world. Credit extends from a milk ticket to a New York draft. The housewife will say to you that she pays cash for the milk she buys. The fact is that she does pay cash for a dollar's worth of tickets, and then she trusts the milk man to deliver the milk for the tickets. You step into a bank with a desire to buy a New York draft to remit to a friend in some far city. You say to yourself, "I will take no risk in this matter. I will buy a New York draft and remit to my friend," forgetting for the time being that just as soon as the bank issues that New York draft credit exists between the bank issuing the draft and the bank upon which it is issued until it is finally redeemed, and the credit principle is no more perfect in the purchase of the New York draft than it is in the purchase of the milk tickets.

I have stated to you that every man should capitalize his possibilities and you may ask what I mean by this. I believe that a man should capitalize himself mentally and he who does not every day of his life strive to make an improvement for the mental side of his being so that he can be a better student, can be better posted and more able to handle every day the things that require mental discipline, the man who does not do this is a loafer. I believe, that a man should capitalize himself morally. You and I have learned in life that moral defect is like a bruise on the bark of the tree in your garden, or it is like

a gun shot wound in the flesh of a human being. When these wounds are once made it requires an extra amount of energy to heal them and it deflects a certain amount of energy to the healing of these wounds as in your tree in the garden, and which energy ought to be entirely devoted to the final culmination in the growth of that tree and the perfection of the blossoms and the fruit which it bears. Anything in the human being of an immoral nature hinders the final growth of perfection in that nature, and anything that injures the animal or the tree or the shrub or the flower in your garden hinders the final perfection to which it was destined.

I believe that a man should capitalize himself morally and to be without criticism among his friends. I believe that a man should capitalize himself physically. Many a man voluntarily allows himself to be shut up in his office without exercise, to live in his home without the pleasure of good light and fresh air, to ride back and forth from his business when he should walk and to refrain from physical development and almost assume effeminacy, thereby unwittingly undermining his physical constitution. A man should be capitalized physically in order that he may support himself mentally and morally.

I believe that a man should capitalize himself spiritually. You will question my statement in this direction and my only answer to you is that every nation that has ever been discovered on the face of the earth has been of spiritual tendency and whatever may be your belief or mine, we should capitalize that spiritual belief. It is perfectly evident that there is a spiritual side to all human existence and if humanity was thus created this element should be capitalized.

I believe that a man should capitalize himself financially. The great Master of the Universe drove the money changers out of the Temple with a whip of thongs because they defiled the Temple, but he upbraided the man to whom He loaned the talent and which man wrapped it in a napkin for fear he would lose it and returned it to the Master without its having gained any interest by its use. When he was questioned as to the piece of money and it was held aloft He asked the question: "Whose image and superscription has this," and they said unto Him, "Caesar's," and He said to them in reply, "Render unto Caesar the things that are Caesar's and unto God the things that are God's." Everything in the world from the least to the greatest signifies and guarantees the law of gain. The Creator and the Master of the Universe criticized wherever fruit was not borne, wherever labor was not put forth, and wherever talents did not show an increase. It is your duty and mine to capitalize ourselves financially upon honest efforts, and so much for capitalization.

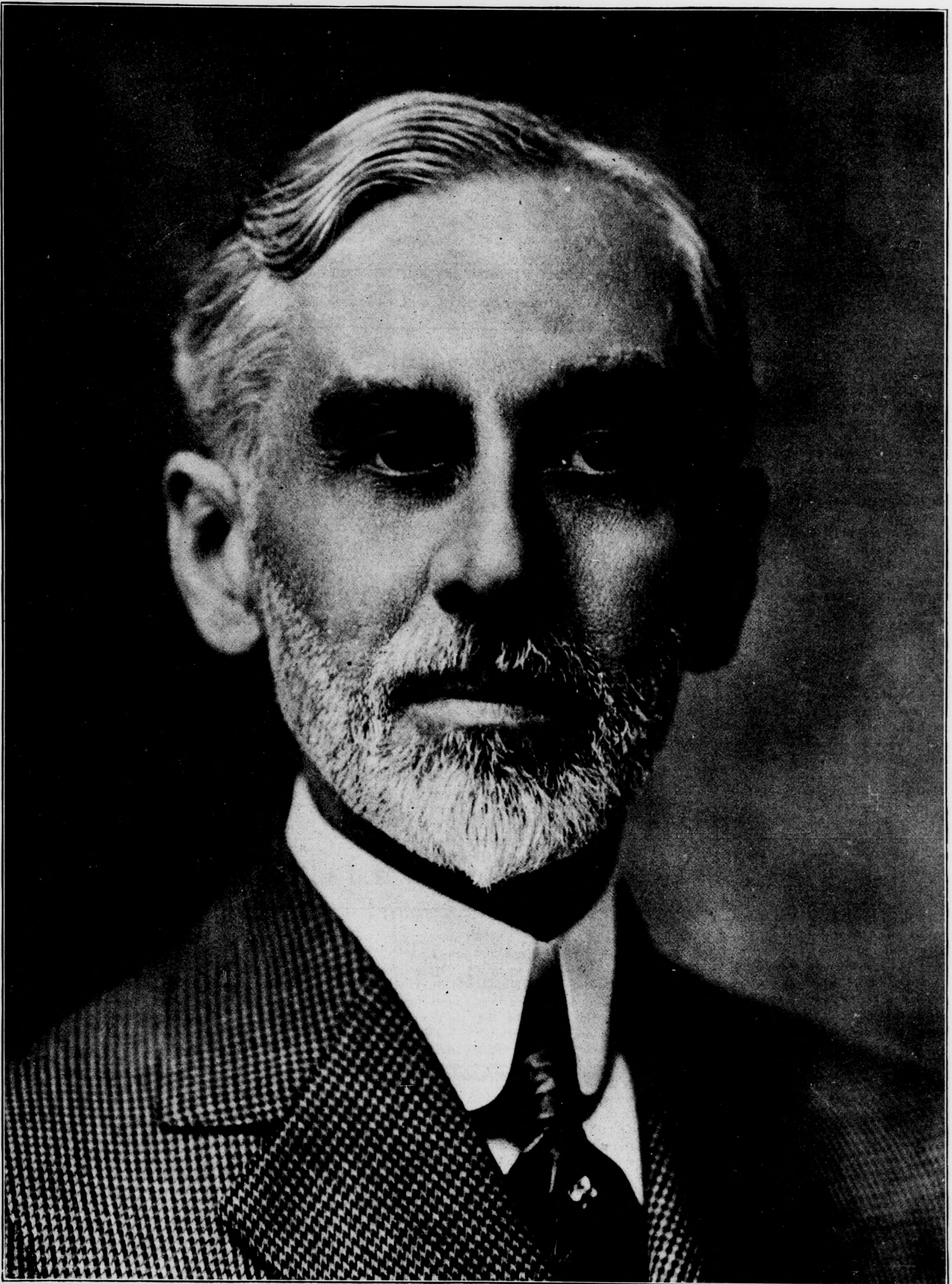
The extent to which credit is taken is astounding and the extent to which

it is granted is almost alarming. Credit is too cheap. I sometimes think that we credit granters base our ideas of credit upon our ability to collect. Both as retailers and wholesalers we abuse our credit many times by inadequate insurance upon our merchandise and our property. We abuse our credit by not taking annual inventory and abuse our credit by not knowing what our expense of doing business is in relation to our sales, and what our percentage of gross profits and our percentage of net profits are at the end of each year. We abuse our credit by not knowing what the relation of expense to sales and expense of all the undertakings of our business is, and so much in this pleasant discussion with you as to the matter of credit.

I surmise that what I have said has brought to you clearly some points along these lines but now finally, when does this all become a banking proposition, and I can finish my little sermon to you this morning in a very few moments. Credit granting becomes a banking proposition the minute and hour that a bill of goods becomes due on its regular terms, or to illustrate, a bill of goods in drug merchandise may be sold upon thirty days net or 1 per cent, if paid within ten days from date of invoice. When the thirty days has expired and the bill is unpaid then the credit becomes a banking proposition. At that very moment the seller of the goods in the calculations of his business, if he is strictly a business man, begins to pay interest to a bank or someone else at 6 per cent, if that is the prevailing rate at the time upon the amount of that bill. For every day that buyer of these goods allows to go beyond the due date he is shrinking the profit of the seller at the rate of 6 per cent, per annum upon the money that the seller has been obliged to borrow to pay for these goods originally.

This may give you an idea as to why wholesalers and manufacturers urge upon retailers and consumers the necessity of discounting bills and will explain to you why the wholesaler can afford to give a discount for cash rather than to have the bill run past due. If he can have the money within ten days from the date of the invoice he can use it immediately in either stopping interest on money at the bank or in discounting a bill that he has purchased for his own stock, and it is a poorly organized manufacturing institution or wholesale house that cannot make anywhere from 20 to 35 per cent, of its net profits in a year in handling the money that comes back and forth through the offices of that institution. So, my friends, you will see at a glance that there is science in the process of discounting bills, and also at a glance whoever employs his capital for manufacturing or wholesaling of merchandise is absolutely obliged to look upon the financial side of it as a banking proposition just the minute that bills due him are past due.

I say this with all kindness to you



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as retailers and just ask you to take it home with you and think it over and possibly conclude that there is something to this question, and I only hope that I have made it plain to you that whether as retailers or wholesalers or manufacturers, when we do not pay our bills on the day that they are actually due we at that moment begin to borrow money of those of whom we have bought the merchandise at the rate of interest prevailing at that particular time. I am pleased to leave this message with you on this very handsome morning at an hour in the convention when everything is very interesting and bears every indication of being a pleasant and profitable session.

These things that I have said may be rather blunt and possibly it might be said of them that they are a little critical, but I leave it with you as to whether the statements are not only altruistic but are commercially true.

Self Evident Facts About Truthful Advertising.

Men who have traveled and met various classes of business men will readily admit that no class of men to-day are more honest in their dealings than the merchants who control the leading stores of our various cities and towns. Not only honest in a strict business sense, but in the highest ethical sense.

Merchants above most men realize that character is power, and opens an easy way to success, good report, and riches. Moreover, the merchants of to-day, as a rule, are altruistic to a wonderful degree, and do more than their part in doing good in the world.

It seems strange, then, that there is so much agitation to-day about truthful advertising, and that this at the present moment centers about department store advertising. Indeed, there is so much talk about "truth" in advertising by advertisers themselves, that the public must begin to suspect that merchants have hitherto been sailing the seas of business piracy. The fact is that most merchants are as honest in their advertising as in their other transactions, and have never wilfully deceived the public. They have always believed in and practiced "truth" in their advertising.

However, a great many merchants are just beginning to realize the tremendous force that advertising can exert and the methods that underlie successful publicity.

I do not think it is a great exaggeration to say that much of a large volume of advertising that has been done by the department stores of the United States has been due to the influence of a few conspicuously successful advertisers. Upon close analysis, many merchants will find it difficult to trace an adequate amount of direct or indirect results to a large proportion of their advertising expenditure. They will discover that they have been induced to spend large sums of money on newspaper publicity, with the general idea that advertising is a good thing, and without sufficient regard to its psychological

effect, as well as from the standpoint of direct returns.

I have in mind a great establishment which calls itself, and rightly, "the quality store." It has an immense prestige, strong financial standing and the confidence of the community. Yet to judge from its present advertising, it is a bargain store desperately in need of business. Surely, if advertising had its full effect, every advertisement of this firm would injure its business and lower its standing in the eyes of the community.

As a matter of fact, people do not accept advertising of most stores at its face value—and with considerable reason.

One of the troubles has been a false conception of the uses of advertising

would talk across the counter, can not fail to be successful.

You can not expect to tell half the truth in conversation with your customers, and be successful.

You can not expect to be bombastic in your conversation with people and retain their respect.

You can not expect to go about your business in a perfunctory way and hold the interest of your customers.

You can not expect to get any more out of life than there is in it.

You can not talk with people of ordinary intelligence about a subject of which you know nothing and hold their interest.

So it is with advertising. "First, get your principles right," said a man who worked miracles

stands human nature, has a proper sense of values, and who has the character and ability to make the store's announcements plain, truthful, attractive and forceful.

Most stores that find themselves in advertising difficulties will find that the trouble lies either in the lack of ability of their advertising managers, or in their lack of backing from the store management.

Accurate and Truthful Advertising.

The average advertising manager is between two fires, without firm ground to stand on. He is constantly urged to increase the sales, and is under constant pressure to make unduly strong claims for the merchandise they have to offer. Unless he has the full backing of the store, he must play both ends against the middle to maintain this position. The public suffers first—then the store.

In the effort to secure accurate and truthful advertising, stores would do well to give this subject first consideration—for their efforts will not be successful until they properly dispose of this basic fact.

I think the time is rapidly approaching when the quoting of comparative values will be for the most part done away with by representative establishments. The fact that an article was formerly sold at a certain price, by no means makes it positive that it is a bargain at the reduced price. Frequently the item is not as much of a bargain at the reduced price as it was some time before at the higher price, and it is to a large extent true that price reductions are due either to a slackening of demand or some defect or cheapening of material or workmanship.

Certain it is that stores in the habit of quoting underprices extensively are hard put to maintain a proper margin of profits, and to this fact can be traced a great deal of the trouble about untruthful advertising. There is no question about the modern demand for "service," in all that the word implies, and the sooner a store devotes more attention to service and less to bargains, the sooner it will find itself riding in smoother waters.

Of course, a great deal more could be said, but I think that these are the two most important items to consider in bringing about truthful advertising—which is the only kind of advertising that is efficient. I mean good, old-fashioned honesty. Most advertising is truthful—just as most people are honest in their intentions. But real, rockhewn truthful advertising, in which people have implicit faith and confidence, is as rare as men who achieve a position of unquestioned standing in the community through absolute reliability.

Reed Moyer.

Optimistic.

Mrs. Murphy—"Oi hear yer brother-in-law, Pat Keegan, is pretty bad off."

Mrs. Casey—"Shure he's good for a year yit."

Mrs. Murphy—"As long as that?"

Mrs. Casey—"Yes; he's had four different doctors, and each one av them give him three months to live."

FROM THE FIRST.

Twenty-Six Original Subscribers of the Tradesman.

Twenty-six of the original subscribers of the Michigan Tradesman—that is, those who have taken every issue since No. 1—are still on the subscription list, as follows:

Charles H. Coy, Alden.
Amberg & Murphy, Battle Creek.
Adam Newell, Burnips Corners.
Drury & Kelly Co., Cadillac.
J. L. Norris, Casnovia.
F. H. Bitely, Casnovia.
E. S. Botsford, Dorr
J. H. Voller, Evart.
Richard D. McNaughton, Fruitport.
William J. Clarke, Harbor Springs.
Walsh Drug Co., Holland.
Frank B. Watkins, Hopkins.
L. M. Wolf, Hudsonville.
Rodenbaugh & Stevens, Mancelona.
Wisler & Co., Mancelona.
Thompson & Co., Newaygo.
Aaron Rogers, Ravenna.
M. V. Wilson, Sand Lake.
Milo Bolender, Sparta.
Mrs. Anna Mulder & Son, Spring Lake.
O. P. DeWitt, St. Johns.
S. E. Wait & Sons, Traverse City.
Belknap Wagon Co., City.
Frederick C. Beard, City.
Wolbrink Bros., Ganges.
H. P. Nevins, Six Lakes.

on the part of owners of stores. Too few have seen that the indirect influence of advertising is even greater than its direct influence. Each published announcement of a store is a representation to the public of the character of the store, and "results" mean nothing if they lower the vitality and prestige of the advertiser.

Get Your Principles Right.

Every advertisement of any establishment ought to enhance its general reputation, and this should be the first consideration. All of us have seen great business go down in ruin—and in every case that I know of, they have striven for "direct results" from their advertising, without due thought of the consequences.

The ability to direct human thoughts is due to a knowledge of human nature. There is nothing mysterious or unknown about the principles of advertising. He who advertises as he

among men with the power of his thought.

Many stores would benefit largely if they would discontinue their advertising—they would be relieved of a tremendous expense.

The only alternative is to have their advertising truly represent their merchandise and their establishment. The reason they do not find their present advertising the right kind of an investment is that they do not give proper attention to its preparation. Since a store's advertising is designed to influence the opinion of the entire community, too much attention can not be given to it.

The person best fitted to direct the advertising is the active head of the business. Since this is generally impossible, the advertiser should be a person who knows merchandise, understands the history and purpose of the business, knows people and un-

An Investment With Big Dividends

Don't bother with broken delivery boxes of odd sizes. The most profitable investment in both time and money will be to install



Quality Wire-Bound Boxes

They are made of the best material in uniform sizes and sold at an unusually low price. They are the safest and quickest way of handling rush delivery orders. They enable your delivery man to keep his orders straight and handle a full load with perfect safety.

John A. Grier & Co.
1031-35 18th St. DETROIT, MICH.

PERSONAL LETTERS.

How Merchants Can Keep in Touch With Customers.

Recently a well-to-do lawyer in an Indiana city received with his morning's mail the following brief, business-like letter, individually typed and personally signed by the dictator:

For several years you were a regular customer at our store. Our books, however, show that since the middle of May we have not had the pleasure of charging a single sale to your account.

I have recently come from a large New York store to be superintendent here. In reorganizing the store and putting it on a higher plane of service, I have noticed several other accounts like yours.

These have worried me, for I feel there must have been some definite reason why you and others broke off your trading habits of several years so abruptly.

If you had a definite complaint against either our goods or our service, will you not help me in my efforts to make this a better store by telling me about it frankly? I aim to correct past errors and provide against them for the future.

Your time and trouble will be sincerely appreciated.

There were dozens of other letters and circulars in this particular mail, but the lawyer singled this one out for immediate answer.

He dictated a rather crisp reply to the new superintendent telling how, early in the year, he had bought a garden hose from the store, but when he had used it only twice it had sprung a leak. He had called at the store to see about having it fixed or replaced. He had been told, however, that the store felt no responsibility in the matter and would not replace his useless purchase. After trying half an hour to get satisfaction, he had decided to spend his money elsewhere.

This lawyer was only one of about thirty or forty persons who received letters somewhat similar on this occasion. All of them had been former customers of the store, but had for some reason transferred their trade to other concerns. In each case the letters they received were personal, for the writer had taken the trouble to learn the date of the last sale to each customer and mentioned it in writing.

On the day following the lawyer's vigorous reply, he received from the store a credit slip for the amount that the hose had cost him. With it came the following letter:

A credit slip for 50c—the amount which you paid for the unsatisfactory hose you bought of us last spring—is enclosed.

I am mailing this credit slip, instead of sending a new hose, because I think you undoubtedly have a satisfactory hose by this time. The credit slip, however, is good for its face value in any kind of merchandise you want.

I am deeply sorry that you should have suffered the discourtesy and inconvenience at this store which you did. For the future our policy in matters of this sort is going to be entirely reversed. We are going to please our customers, whatever the cost to us.

Please accept my thanks for letting me set this matter straight.

This note so pleased the lawyer

that he went in person to the superintendent and expressed his appreciation. Moreover, he again became a regular customer, with a monthly bill which very shortly repaid in profits the cost of the credit slip covering the hose. The same was true in more than half of the other cases of broken-off accounts which the superintendent had sought to adjust.

Behind these sales-building letters lay the superintendent's firm belief in the power of personal appeals in correspondence. In going through the books previous to his reorganization, he had been astonished to see how many good accounts had stopped abruptly after running two or three years, or even longer. On the lookout for leads which would give him the excuse for writing personal letters, he found on the store books a free mailing list with a high sales-potential.

In his previous experience, the superintendent had found it generally true that a thousand carefully-written sales letters sent broadcast may not strike close to the buying sense of more than a dozen or twenty prospects on the mailing list. Even the most carefully pruned list is not likely to yield more than two or, at the very outside, three sales out of ten persons approached.

The reason for this is the wide appeal which the magic of salesmanship by mail has made to men in so many kinds of business. Today the letters of the average man or woman consist of a steady stream of calls to buy from dozens of sources. Among all these letters are so comparatively few that are really distinctive, that the one or two which do receive more than passing attention must be cleverly phrased or hit off a keenly felt want. The number of prospects who do not buy, in any event, is large.

A Personal Message.

On the other hand, the letter which comes as a personal message, striking at a known frame of mind, meets instant recognition. Know, for example, that your prospect plans buying a new lawn mower, and the letter you send him about your special makes will have 90 per cent. more pulling power than the general letter that lets him know you maintain a hardware department. If you should happen to know, in addition, that the prospect's lawn is a certain size, or presents certain difficulties in mowing, you can weave the information into the arguments for your letter and the chance of your making an effective appeal is just so much increased. Every new fact that you can learn about the names on your list is an additional weapon in your hand when you start out to make sales by mail.

Such considerations affected the superintendent in the case mentioned above. He knew only one fact about the customers he addressed—they had some time previously carried good accounts, but had suddenly stopped trading at the store. He made this one fact, coupled with a personal sales letter, pull 50 per cent. results. Had he known in addition, say, that sev-

eral of these former customers had moved to distant parts of the city where it was difficult for them to reach his store, he could have pruned his list and made his letters bring 95 per cent. results instead.

Purely personal letters, therefore, aimed at a known frame of mind and with a minimum of waste due to shooting into the underbrush, have become one of the chief means by which this store superintendent keeps in touch with his customers. He discounts for his own purposes the value of general lists, with duplicated letters and filled-in addresses. But he is constantly seeking opportunities in and out of his store to write personal letters to present or possible customers.

Half of his day he aims to spend "on the floor." Here, in addition to keeping his eye on the service rendered to customers, he finds dozens of opportunities which give him the right approach for personal letters.

Ten Commandments for Employees.

1. Don't lie—it wastes my time and yours. I'm sure to catch you in the end, and that's the wrong end.
2. Watch your work, not the clock. A long day's work makes a long day short and a day's short work makes my face long.
3. Give me more than I expected and I'll pay you more than you expect—I can afford to increase your pay if you increase my profits.
4. You owe so much to yourself that you can't afford to owe anybody else. Keep out of debt or keep out of my shop.
5. Dishonesty is never an accident. Good men, like good women, can't see temptation when they meet it.
6. Mind your own business and in time you'll have a business of your own to mind.
7. Don't do anything here which hurts your self-respect. The employe who is willing to steal for me is capable of stealing from me.
8. It's none of my business what you do at night, but if dissipation affects what you do next day, so you can do only half as much as I demand, don't blame me if you are fired.
9. Don't tell me what I'd like to hear, but what I ought to hear.
10. Don't kick when I kick; if you're worth while correcting, you're worth while keeping. It doesn't pay to waste time cutting specks out of bad apples.

The Man You Work For.

I ask you to think with me that the worst that can happen to us is to endure tamely the evils that we see; that no trouble or turmoil is so bad as that; that the necessary destruction which reconstruction bears with it must be taken calmly; that everywhere—in state, in church, in the household—we must be resolute to endure no tyranny, accept no lie, quail before no fear, though they may come before us disguised as piety, duty or affection, as useful opportunity and good nature, a prudence or kindness.

William Morris.

Cured Without Medicine.

Mr. Brown was ill. It was a strange and sudden attack for he had gone to bed the night before feeling quite well. Mrs. Brown was not only worried about him—she was disappointed. She had got so tired of going to church all alone and leaving Mr. Brown at home reading the Sunday papers. She wanted him to go with her this bright Sunday morning and now he was ill. He didn't feel as if he could go.

"I'll call in Dr. James; I am sure he has not started to Sunday school yet," said Mrs. Brown.

"I don't think I would, Mary," said Mr. Brown; "I think I shall feel better in a little while."

But his wife was already at the telephone and had Dr. James on the wire. The doctor said he would come at once and he was at the door almost before they were ready to see him.

He came in, a happy, twinkling old family friend.

"What's this I hear, Brown? I hope it is nothing serious, like—pneumonia or—appendicitis."

He walked softly over to the patient, smilingly shook out his pocket thermometer, put it under the patient's tongue and reached out his hand for Mr. Brown's pulse. He immediately looked very grave. Both the patient and his wife were surprised.

"Why, Brown, I find you are suffering from a very dreadful disease. It has become very prevalent, and, strangely enough, it usually attacks only men and boys, so that your wife needn't be alarmed. It is really not contagious—especially for women."

Mr. Brown was really frightened.

"What can it be, Doctor?"

"The name is 'Morbus Sabbaticus' and it attacks its victims always early on the Sabbath day. It makes them deathly sick for a few hours, but they are invariably sufficiently recovered by dinner time to eat a hearty meal. Usually by afternoon they are quite well and can sometimes go out for a game of tennis or golf. But the acute suffering comes on again in the after part of the day and they are never able to go to church in the evening. The patient is sure to be quite recovered by Monday morning and goes to business as well as ever."

Almost before he had ceased his diagnosis Mr. Brown had removed the thermometer from his mouth, and was sitting up in bed. He said rather shamefacedly:

"I certainly am obliged to you, Dr. James, for coming to see me so promptly. For you have convinced me that I am quite well enough to go to church with Mary this morning. I am determined to throw off this dreadful disease and I feel sure that I shall be able to go with her at least every Sunday hereafter."

Dr. James smilingly screwed the top on the thermometer, put it carefully in his pocket and tiptoed gently out of the room.

As long as you pay compliments only you will not be forced to eat your words.

Established 1885

Alfred J. Brown Seed Co.

Growers, Merchants and Importers



General Warehouse and Offices, Cor. Ottawa Ave. and Louis St.

Grass, Agricultural and Garden

Seeds

Onion Sets and Grain Bags

Grand Rapids

:: ::

Michigan

THE STORE BEAUTIFUL.

The Display Man Plays an Important Part.

The merchant of to-day needs very little argument to convince him that an up-to-date store front treated in an attractive manner is a powerful factor and the means of increasing sales.

Through the heart, charity finds the way to a man's pocketbook and so the case in business.

Increased business knows the channel to the same place through the eye.

A failure to please and cause an impression in the minds of the passer-by means a failure to sell.

The merchant who has an up-to-

There is but one kind of a successful window and that is the kind that sells the goods.

There are two main features of the successful window, namely the trim and the display. The trim is the accessory or sub-part. Never allow the trim to overshadow the display or better yet don't let it even compete with it. The trim should be used only as a decoration or background, and the failure to hold to this rule will hurt the selling qualities of the display.

First decide in your mind what you intend using in the window before taking out the preceding display, then the arrangement. Having done this, you will have a foundation to work upon. You will accomplish more

and be impressive. Have each unit to be a whole display in itself.

Above all, enjoy and take pride in the work. In this manner the store will deserve the cognomen of "the store beautiful," and the display man will have played his important part in the success of the business.

Right now the fall season is knocking at our door. Are we ready? Is everything planned and set for the window and interior displays for this important style event of the year so as to reap a richer harvest?

To be as helpful as possible to our many display men friends, and as a suggestion which may be of assistance to them in getting up something to use in the window along little different lines, we illustrate two striking background designs the construction of which is quite simple, and if carried out along the following directions will prove very effective.

In the first illustration we show a new panel background treatment. This setting consists of a large center panel flanked on each side by box pilaster and the arrangement of the smaller panels as is shown. The panels are made by making a framework of $2 \times \frac{7}{8}$ strips upon which is tacked composition or wall board. These pieces are then covered with plain gray felt stretched on tightly or painted with cold water paint or alabastine, a gray color. The center panel is finished off at the top with a narrow strip of gold moulding. Just below is a border made by cutting strips of black and white felt in the shape shown and pasting them on in awning effect.

The pilasters are finished off with strips of gold moulding between which is pasted a strip of black felt as is shown in the drawing. The side panels are decorated with a scene in poster effect. The trees may be cut from black felt and appliqued directly on the panel as is shown. The curved line at the base of the trees is painted on in black. The cloud effect is produced by using white pastel colors or may be air brushed on with the air brush. This setting should be placed directly against the permanent background. The floor of the window should be covered with plain gray felt stretched on tightly, finished off at the sides and front of the window with six-inch squares of wall board, painted a dull black color, laid on in mosaic effect.

In the second illustration we show another panel and pilaster treatment, a little more elaborate yet very simple in construction. These panels are constructed in the same manner as explained above. They are then painted a tan shade using alabastine or cold water paint.

The panels are then finished off at the top and bottom by narrow strips of gold moulding between which is painted black stripes as is shown. The design on the panels are painted on with black paint in poster effect. The clouds are air brushed on by using a darker shade of color than used on the panels. The pilasters are finished off at the top by small blocks painted a tan color and then

lined with black. These blocks should be placed upon little blocks of wood painted black. The face of the pilaster is decorated by narrow strips of gold molding between which is painted the design in black.

The floor of the window should be covered with tan felt laid on smoothly.

These designs are elastic in their measure and may be made to fit any size window by simply making the panels large or small. The more beautiful a store is, the more attraction it has for its patrons. Handsome surroundings and arrangement induces more satisfactory buying.

E. O. Burd.

Only Way for a Race to Make Progress.

One should naturally suppose that, in a thousand years or so, people would accumulate a little sense; but one would be mistaken.

Plain horse sense tells us that the only way for a race to progress is to make each new generation better than the old. The only way to do this is to train every child in the nation.

This does not mean training in arithmetic and literature, but in useful labor, in self-control, in honesty, in teamwork, and in the arts of government by democracy.

If we gave every boy and girl a thorough education of that kind, thorough education of that kind, nine-tenths of our social evils and personal perversions would disappear.

Almost every hardened criminal in our cities is a neglected boy. Most of the scarlet women of our streets enlisted before they were eighteen.

We howl about decent wages for shop-girls. No girl has any business to be working for a living. Neither has any boy.

They have a right to be equipped by the state for self-supporting citizenship.

Behold us now! We exert ourselves through churches and missions to "rescue the perishing" in city slums—which amounts to squirting a half-inch stream upon a house afire.

We are punishing criminals in courts, penning them up in rotten prisons, hanging them by the neck, or killing them by electricity. Yet anybody who knows history knows that this does not and never did stop crime.

We are treating human nature as bad, and are trying to "redeem" it and "punish" it. But we can not improve human nature until we believe in it, love it, train it, and trust it.

Bring our economic conditions into line with justice.

Give every born baby a square deal. Abolish our endowed class and the medieval fiction of the right of inheritance which maintains that class. Make everybody work for a living. And train every child to earn a living.

Humanity is incurably good. All it needs is a decent chance. Take as good care of your children as you do of your hogs and horses, if you want fine human stock.

That means all children: none must be neglected. Frank Crane.



date store front and good, live window displays has made a sale.

To place merchandise in a given space amid favorable surroundings might seem to the casual observer but a very light and insignificant task, but if it is properly executed it requires forethought, tact and skill on the part of the display man.

Every display man must have creative power and the ability to work it out.

The principal thought in planning a display must be the merchandise and the arrangement of it in such a way that it will create the desired impression and cause the "want to buy spirit" in the minds of the looker.

This is done by presenting the choicest offerings in the most pleasing manner.

work in less time. After you are in the window you can develop and improve on the work as you go along.

A window properly lighted is the store's best advertisement. Get the lights as near the top and front of the window as possible so as to have them concealed. Lights should never be seen in the window only on occasions, namely, when they are for sale, and when they are used in the decorations, then only in colored or frosted effects.

Everything in the window should be spotlessly clean. Great care should be taken of the wax figures and fixtures so as to keep them new looking. Avoid a crowded window. Show few things at a time and change more often. Arrange the merchandise in such a manner that it will stand out

GOOD HOUSE TO KNOW

Better House To Do Business With

WE HAD a call the other day from a merchant who has long been engaged in trade in a town less than a hundred miles from Grand Rapids. After being shown through the entire establishment, including our complete and up-to-date coffee roasting department, which interested him greatly, he voluntarily stated to the head of the house:

"I had no idea you carried so large a stock and would not have believed it possible for a wholesale grocery house to conduct the roasting, blending and handling of coffees so extensively. You have always supplied me with goods of uniform excellence and the promptness with which I have received goods from your house has been a constant source of surprise and gratification. Now that I see how well equipped you are to meet my requirements, I have concluded to give you all my trade in the grocery line hereafter."

This unsolicited testimonial to the efficiency of our establishment is in keeping with similar statements we are receiving every day from our appreciative customers. We are, of course, greatly gratified to be the recipients of such hearty expressions of approval, because they demonstrate to us that we have succeeded in our efforts to build up and maintain our business along the most approved lines.

When the present management took charge of the Worden Grocer Company, sixteen years ago, we stated in our initial bow to the trade through the columns of the Tradesman that we

Made a Bid for Business on the Basis of Preparedness

and time has demonstrated that we reared our structure on a safe and sure foundation. First of all, we aimed to handle only goods of standard grade and superior quality. We undertook to keep our expenses down to the lowest possible ratio, so as to enable us to sell goods at the best possible prices. We made prompt shipment a constant study and bent every energy to get goods to our customers at the earliest possible moment. We have been as liberal in terms and credits as good business methods permitted.

As a result of these fundamental business principles, sturdily adopted and rigidly adhered to, a feeling of mutual good will and cordial co-operation has gradually grown up between our customers and our house which have contributed greatly to the pleasure and profit of both parties. We want every customer to feel that we are interested in his welfare and stand ready at all times to assist him in solving the vexatious problems which frequently confront him.

One of the surest methods of creating and maintaining confidence, which is a forerunner of pleasant and profitable business relations, is an intimate knowledge of the goods we handle and the system we employ in conducting our business. We hope that every retail merchant in Michigan who attends the West Michigan State Fair next week will make it a point to pay us a visit and thus give us an opportunity to demonstrate the correctness of our claims that we are a good house to know and a still better house to do business with.

WORDEN GROCER COMPANY

The Prompt Shippers

GRAND RAPIDS--KALAMAZOO



Relation of the Banker and the Automobile.

During the summer one of the prominent automobile manufacturers mailed to banks throughout the country, requests for information relative to automobile conditions, and among the information sought were answers to the following questions:

1. What are your views in general on the subject of automobile loans, and on the automobile itself as a factor in the life of your community?

2. Does your local automobile dealer, in your opinion, measure up as a credit risk to our general estimate, and to your standards for local merchants in other lines, possessed of substantial equal financial strength? What, if any, would be your objections to loaning to our automobile dealer for the purpose of taking his winter cars?

The reply made by the Bank of Barron touches upon phases of this problem which are of interest and we quote as follows:

"We presume your estimate of your local dealer's financial responsibility is quite limited, as you do not seem to burden your vaults with any of his personal notes. As a credit risk we do not regard him equal to that of the average merchant in other lines. Taking into consideration the time, expense, interest paid by dealers on loans, cut in prices made by him, discounts he makes on customer's paper when sold, and the small commissions paid or allowed to the dealer by the automobile manufacturers for selling, the automobile dealer's chances of making a financial success are almost reduced to the minimum.

"We, therefore, do not feel licensed to take any more chances on the note of your dealer than you do, and while banks are always ready to invest available funds in good paper, the automobile manufacturer is proceeding upon the wrong theory if he expects country banks on their small interest charge, to go on indefinitely loading up with all the worry and chances in furnishing money to automobile dealers which would permit the dealer to skim off the cream and increase the profits for the automobile manufacturer's bank account."

If the automobile manufacturer expects to keep up with the present pace he will need to follow the plan of the piano and the agricultural implement manufacturers, viz., carry his dealer's paper and the paper of his dealer's customer.

Making all due allowance for the pleasure and necessity of owning and using an automobile, it is about time for the automobile manufacturer and

the banker to look about and make an honest observation and thus know that two-thirds of the purchasers of automobiles have not the income to afford one.

Every community furnishes flagrant examples to sustain this statement. We will be fortunate if the present swift pace, the indiscreet buying and the indiscreet selling of automobiles does not contribute to strained financial conditions bordering on a panic.

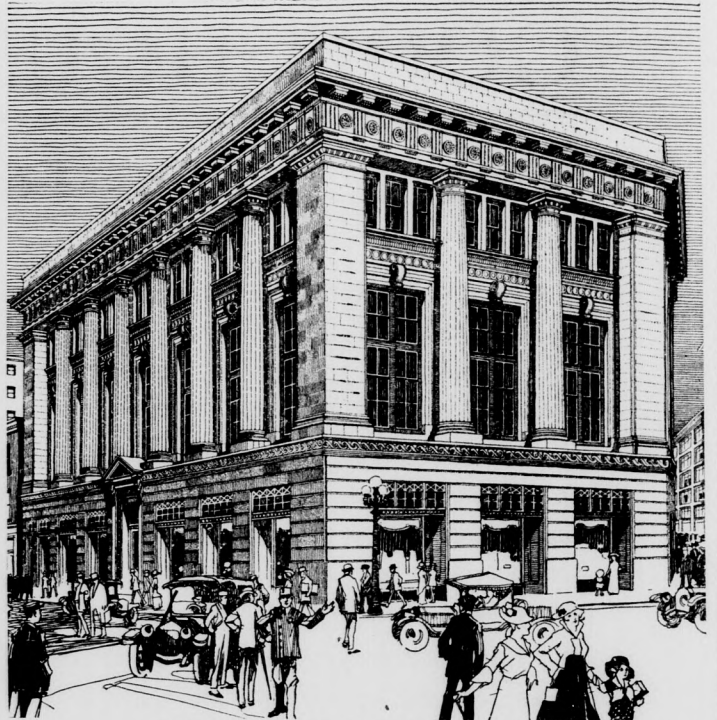
The banker should be willing to encourage the safe conservative dealer—the dealer who, guided by sound business judgment and cautious as to purchases from the automobile manufacturer, so conducts his business as to sell automobiles to people of known financial responsibility. If this class of automobile sales can not be brought about, the banker is much better serving his community by supplying local people with money for the purchase and improvement of lands, the buying of live stock, or other sources that will add to the productiveness and the wealth of the community.

In talking recently with a leading manufacturer in another line of what might be termed a luxury, a gentleman interested in several banks and whose wealth runs into the millions, gave me the following opinion which touches somewhat upon the automobile loan question. This gentleman manufactures pianos and organs, making a specialty of instruments which are sold to people in moderate circumstances, and he says: "In our line the manufacturers have carried the burden of the load, hence when the overselling reaches its climax, the manufacturers are the sufferers. Liquidation always follows an over-expansion in no matter what line. I can see one reason why the automobile manufacturers from their viewpoint demand cash, and that is the short life and consequent rapid depreciation of the article sold."

If this premise be correct, then it is very clear that banks are treading on very dangerous ground in extending credit to dealers whose percentage of profit is at best limited.

The automobile is a very expensive luxury, and a customer who buys one of them on time, gives unmistakable evidence of bad judgment, and bad judgment, a good bank account and a successful business, seldom go together. Ten years ago this man's friends asked him why he did not buy an automobile and he replied that he was owing his bank, and so long as he was paying interest on borrowed money he would not buy an automobile. It is fair to say that in his pres-

GRAND RAPIDS NATIONAL CITY BANK CITY TRUST & SAVINGS BANK ASSOCIATED



Combined Capital, Surplus and Undivided Profits \$1,781,500
Deposits Exceeding Seven and One-half Million Dollars

Business firms, corporations or individuals requiring reliable financial information relative to Grand Rapids businesses or business opportunities are invited to correspond with the investment departments of either the Grand Rapids National City Bank or City Trust & Savings Bank, which have at their immediate disposal a large volume of industrial and commercial facts.

Judging Securities

Is a business of itself requiring a faculty for statistics and analysis, special training and study, and up-to-date facilities—we possess and exercise these qualifications in purchasing bonds, and buy and sell only those we consider safe investments. We have several attractive issues which will net you from 5% to 6%. Denominations \$100, \$500 and \$1000. Particulars furnished on request.

THE MICHIGAN TRUST CO.
of Grand Rapids

ent circumstances he is the owner of a medium priced car. My manufacturing friend further said: "I agree with you, absolutely, that the automobile manufacturers should carry their own customers and not be sapping the country of all surplus money in the interest of one industry. I am told that one or two large automobile manufacturers are now offering deposits to country banks, provided they will use same in loaning to their dealers in that community, which indicates clearly that the manufacturer is not willing to carry the risk himself, but is willing to loan money on deposit to bankers, subject to call, and thus let the local banker take all the risk."

Another man in whose judgment one must place confidence, felt that the automobile trade as a whole is overdue and while automobile trucks and drays are a business asset, taking the place of horses, it is not real good banking to loan money to anyone, no matter how good financially, knowing the money so loaned was to be used in the purchase of an automobile for purposes of pleasure.

Manufacturers of farm machinery for many years have found it necessary to carry the burden of their manufacturing profit by accepting and holding notes of farmers to whom their manufactured product was sold.

To-day, in Wisconsin, there is an investment of \$70,000,000 in automobiles, 90 per cent. of which has been withdrawn from banks, either by withdrawal of deposits, money borrowed, or notes purchased, all for payment to the manufacturers of automobiles. Necessarily this has reduced the amount of money which is available in the country districts to local merchants and others upon whose daily labors the rural communities are depending.

Shall the banks continue to loan money and purchase automobile notes without any attempt to induce those who are most benefited by the sale of these luxuries to share in carrying the burden until the purchaser actually has the money with which to pay for same.

C. J. Borum,
Cashier of the Bank of Barron, Wis.

A Bond Issue Seems Certain.

Entirely aside from the enormous expenditures that will be made necessary by any adequate programme of military defense, ordinary expenditures of the Government are exceeding receipts to such an extent that a large bond issue is in sight. Since the beginning of the new fiscal year expenditures have exceeded receipts at the rate of nearly three-quarters of a million dollars daily. Sugar goes on the free list May 1, 1916, with an unofficially estimated loss of about \$50,000,000 to the customs revenues for May and June of that year. The war emergency tax ends by limitation December 1, with an estimated loss of \$15,000,000 revenue for the balance of the fiscal year. It is not quite clear what excuse can be offered for re-enacting it, especially as the administration has been contending that the European war has benefitted the United States. Ow-

ing to the fact that more than 60 per cent. of all imports are coming in free, the revenues from the tariff have been amazingly low. Secretary McAdoo, of the Treasury Department, has been postponing the preparation of recommendations to Congress on this subject until he has more time to watch the income of the Treasury and make comparisons based on the returns for last year.—Leslie's.

An Income Tax Service.

The announcement that the internal revenue commissioner in Washington has organized a "secret service" with the prime duty of catching dodgers of their income tax and punishing officials in the service who have winked at or assisted tax dodging, may bring apprehension to some minds. There has been dodging. The secret service men will be thrown into one district after another, at the sweet will of the commissioner, and they may accomplish something.

Americans do not take kindly to espionage. That was the one corollary of an income tax law that gave rise to most doubt as to the wisdom of such a law, and delayed the enactment of the statute for many years, even when a court decision against its constitutionality was unexpected. And after the constitutional amendment the fear still survived.

Our own opinion is that temperateness and practical wisdom will guide the use of these "spies." What might be made an intolerable annoyance by unjust quibbling will be held within reasonable bounds. But those who have evaded the law will take the wiser course if they make a full and fair settlement at once. If everybody would do this, the "secret service" would be pretty quickly abolished.—Brooklyn Eagle.

Harry Lauder's Saving Rules.

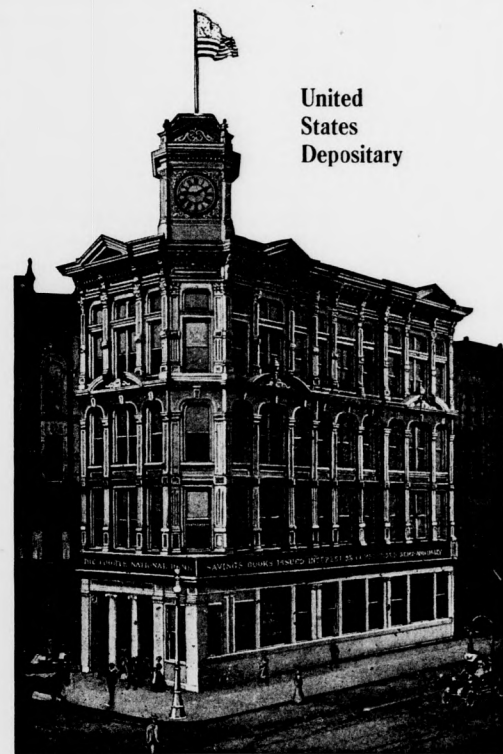
1. Behave towards your purse as you would to your best friend.
2. View the reckless money spender as a criminal, and shun his company.
3. Dress neatly, not lavishly. A bank pays a higher rate of interest than your back.
4. Take your amusements judiciously. You would enjoy them better.
5. Don't throw away your crusts; eat them. They are strengthening as beef.
6. It is more exhilarating to feel money in your pocket than beer in your stomach.
7. Remember it takes only twenty shillings to make a pound, and twelve pennies to make a shilling.
8. You can sleep better after a hard day's work than after a day's idleness.
9. Always get good value from tradesmen. They watch that they get good money from you.
10. There is as much pleasure in reading a good bankbook as a novel.

The Standard Oil Company has probably been of more use to the world than it has been to John D. Rockefeller.

Ed. Howe.

Most men reckon time by pay days.

Fourth National Bank



United States Depository

Savings Deposits

Commercial Deposits

3

Per Cent Interest Paid on Savings Deposits Compounded Semi-Annually

3 1/2

Per Cent Interest Paid on Certificates of Deposit Left One Year

Capital Stock and Surplus \$580,000

WM. H. ANDERSON, President
L. Z. CAUKIN, Cashier

JOHN W. BLODGETT, Vice President
J. C. BISHOP, Assistant Cashier

Manufacturers and Merchants

Find Frequent Opportunities to Save Money by Having on Hand Available Cash

Idle cash is loss.

Cash invested is not always available.

Certificates of Deposit draw interest, and the money they represent will be paid on demand at this bank, or at almost any other bank in the country.

The Old National Bank

177 Monroe Ave., N. W.

Grand Rapids, Mich.

Baby Bonds are Becoming Popular.

The increasing practice on the part of our standard corporations to issue bonds in sums as low as \$100 is bound to exert a strong influence for thrift in this country. Aside from the incentive to economy which the conditions imposed by war unfailingly produce, we know of no other factor which should give more effective impetus to a broadly beneficial thrift than the issuance of these "baby bonds" by corporations of stable character and sound management.

A financial observer remarked the other day that it was probably a matter of only a short time before all corporations would feel obliged to put out bonds in \$100 pieces. It is fast becoming recognized that the favor of the small investor is worth seeking, not alone for his money but also for what he means morally and politically to the corporation whose creditor he is. Not a few of our great railroad systems have taken pride in recent years in showing how the number of their stockholders are increasing from year to year; in other words, how more and more closely the ownership of these systems is becoming identified with the public itself. From the standpoint of the corporation, a close identification of its bondholding interests with the public is equally desirable. From the standpoint of the public, the benefits of ownership of securities in a substantial business are clear. Some corporations—notably several public service corporations, of late—have been taking special steps in an effort to get their stocks and bonds into the hands of the general public. Stock has been offered, from one share up, at attractive prices. Sound business sense is behind these efforts, for it is seen that there are common advantages of substantial character in this sort of public ownership of service corporations—a public ownership which has all the benefits and none of the bad features of municipally owned service enterprises.

Thirty of the large railroads, at least twenty-five standard manufacturing concerns, nearly seventy-five light, heat and power corporations, at least one state and a number of our big cities issue their bonds in sums as low as \$100. The popularity of the "baby bond" is rapidly increasing, both from the standpoint of the issuer and the buyer. The small investor is happy to find that he need feel no embarrassment in going to a banking and brokerage house and asking for one or two of these bonds. He is as welcome these days as the man with much money to invest. It is the army of small investors whose operations in the long run largely guide the course of our securities markets.—Financial America.

The Danger of Repudiation.

An interesting discussion has arisen on the stupendous possibilities connected with the European war debt. What will Europe do? Will it shoulder its great burden and bear it in spite of the almost fatal handicap of the burden in costs of manufacture for the international trade

that is a vital necessity for most European countries? Or will there become some kind of repudiation?

It is easy to think of a number of grave possibilities. What if Germany, which in the past has developed almost to the point of what might be called an imperial socialism in the direct control of all its co-ordinated industry by the government, should say, "To bear the burden of debt is national suicide, let us begin anew, reconstruct from a clean foundation, pension the people of the Fatherland who gave all of their capital as we do the wounded and the children of the dead who gave their lives, and go into the economic war of nations on a new economic basis?" What would other countries do?

So stupendous will the burden of paying for reconstruction be, it is thought not at all unlikely that European countries may resort to a form of national bankruptcy or moratorium, making easy terms with creditors.

Perhaps foreign creditors would have their obligations honored in full. But there may not be the outside borrowing by any of the warring nations that it has been taken for granted would be necessary; at least, there may not be the repudiable debt outside of national boundaries that some who are speculating on repudiation have in mind.

Financiers in close touch with the situation say that American investors, for instance, show no great avidity for European war bonds and very little formal war financing has been done here. It is probable that any which may be done will be upon an ample collateral loan basis. In fact, negotiations are even now talked of in the money markets by which England may establish credits in the United States by depositing English-owned stocks and bonds of American companies as security, par for par, or upon a margin of 10 per cent.—Commercial West.

War's Demand for Gold.

During the first half of the war the German government, foreseeing the need of hoarding all available gold, appealed to the people to exchange their gold for national currency. The response was a remarkable showing of patriotism. Not only big and little hoardings of gold coin, but also large quantities of gold jewelry were turned into the national strong box, swelling by \$250,000,000 the stock of gold in the Reichsbank. France inaugurated a similar gold campaign last July and the response was equally notable as a measure of national devotion. In six weeks the people turned into the Bank of France \$78,000,000 in gold, surpassing the German record for the first six weeks by \$8,000,000. Considering the vastly greater population of Germany and its immunity from hostile armies, while French territory is occupied by the enemy and its population scattered, the gold outpouring evidences the admirable thrift of the French people and their readiness to make any sacrifice in defense of the nation.—Omaha Bee.

Most business men are called upon, at sometime, to administer an estate where the situation demands the selection of conservative investments with as good yield as goes with "maximum" security. Municipal and first mortgage, serial, real estate bonds and certain kinds of public utility bonds are peculiarly fitted for such investments.

HOWE SNOW CORRIGAN & BERTLES

MICHIGAN TRUST BLDG GRAND RAPIDS MICHIGAN

INVESTMENT BANKERS

will give you the benefit of their experience and the same competent counsel that has won for them the confidence of their large clientel and many banker patrons.

THE PREFERRED LIFE INSURANCE CO.

of America offers

Old Line Insurance At Lowest Net Cost

What are you worth to your family?
Let us protect you for that sum.

The Preferred Life Insurance Co. of America
GRAND RAPIDS, MICH.

GRAND RAPIDS SAFE CO.

Agent for the Celebrated YORK MANGANESE BANK SAFE
Taking an insurance rate of 50c per \$1,000 per year. What is your rate?
Particulars mailed. Safe experts.

TRADESMAN BUILDING GRAND RAPIDS, MICHIGAN

We Can Furnish The Experience, Prudence and Business Judgment

your estate will need because Administration and care of property are our business, just as merchandising, manufacturing or professional service is yours.

GRAND RAPIDS TRUST COMPANY

Capital and Surplus \$450,000

Robert D. Graham,
President

Hugh E. Wilson,
Secretary

DAYS BEFORE THE DRUMMER.

Merchandising Methods of the Long Time Ago.

Written for the Tradesman.

In the days before the commercial traveler.

That was early enough, you may be sure, the days of pioneering in the wilds of Michigan.

There were stores even at this early date. One of the first I call to mind was owned by Daniel Colwell, lumberman. It was a two by four affair, consisting of a small square room about sixteen by twelve, with a plank across barrels at one side for a counter.

Over this counter a lot of merchandise found its way. There was no regular attendant. Sometimes the store was locked up the greater part of the day, depending entirely on what the clerk, chore boy, man of all work, was at. The boss himself would be there at times. Usually, however, the dapper Jim Skadds held sway.

Indians, loggers, back land settlers, river drivers and what not composed the customers. Of course, the merchant-lumberman dealt in furs. No to traffic in the muskrat, mink, coon and beaver pelts would have spelled small trade and little profit to the dealer.

These furs were gathered later and shipped to a dealer in Detroit. Tobacco, calico, muscovoda sugar, very dark and very heavy, ready-made men's wear, but no under-garments, for men wore no knit goods in those days. The man or boy fortunate enough to have a pair of drawers and undershirt got them from the good housewife who made them herself out of the domestic flannel—red flannel at that.

You old chaps remember the days of home-made red flannel underwear. Boys usually went without, trusting to vigorous exercise and wood fires for warmth during the winter months.

For the feet were stogie boots, Indian moccasins, but no rubbers. No Goodyear had discovered his method of working rubber into foot covering then. Beef tallow mixed with beeswax formed the coating for boots to exclude the water, and by the way, this was not wholly successful, since very few active boys ever went home at night during the winter season with dry feet.

Why didn't they all die of consumption? Can't tell you, but they grew up to be stalwart men and women, even though they had wet feet the major part of the year. Those were good old times all the same, times such as the modern boy and girl would blink with holy horror today.

Indians were frequent customers at the store, often fetching fish or venison to exchange for store truck. Venison hams brought 25 cents each, which was the established price, be they large or small. Liquor was sold freely in that early day, Daniel Colwell having a barrel of the best brandy on tap most of the time.

Whisky was used in making pickles. This could be bought for a small sum, usually 20 to 25 cents per gallon.

There was considerable drunkenness. At one time a whole mill crew "got on a bender," frightening women and children by their noise and rough actions, yet no one was injured by these backwoods celebrators.

Colwell kept a small assortment of ready-to-wear garments. The gentlemen of that day wore black frock coat, black satin vest, high stock and tall silk hat. Once the Governor came to the woods on an excursion for the purpose of viewing an improvement on the river. He was received by a delegation of pine barons garbed in tall hats and regulation clothes as above described. Real old fashioned gentry they would appear to-day. No gentleman was "dressed up" unless he wore the regulation suit of black, with tall silk hat, a stiff dickey closed about with a heavy stock, his feet enclosed in a pair of fine boots.

Two young Indians came to the store one morning, asking for tobacco. They had no money but agreed to pay within a few days, remarking that "Injun no pay, send Injun to jail." Just for luck, the merchant gave out the tobacco. He laughingly remarked afterward that he ought to have known better than to trust an Indian. They never returned to cancel the debt. In fact, the redmen were notoriously dishonest, except for rare exceptions.

Most of the tobacco was plug and kilikinnick smoking. Many pipe users cut and ground the plug in the hand for smoking. There were no canned goods in those days, not even the handy paper bags now considered absolutely necessary by every grocer.

Everything came in bulk; coffee in large sacks and unroasted. Codfish packed whole in large bales. Apples dried, packed solidly in barrels; so solid, in fact, as to necessitate the use of a hooked instrument to loosen them up for weighing. Molasses and syrup came in barrels, from which it was drawn and measured. The saying, "Slow as molasses in January" originated from the tedious process of drawing the liquid sweets from the barrel on a cold winter's day.

When the big drive went down the river those people who had garden truck, including melons, had to watch out or there'd be a lot of the stuff stolen. Apples in the green state were comparatively unknown.

Butter was the one grand puzzle to the storekeeper, it being almost impossible to obtain any that was palatable. This came from Chicago in fifty pound firkins, country made, yet so long packed and so little cared for as to be rankly strong. I well remember the first new butter I ever tasted. It came fresh from the churning and seemed a bit of melted ambrosia to the taste.

Mess pork came in barrels as now, cut, however, in huge chunks, ribs and all, each piece averaging from twenty to twenty-five pounds. All this was from heavy hogs not known to the trade at the present time.

Keeping store in the woods in antebellum days was no snap. Goods had to be carted from twenty to forty

miles over the rudest sort of roads, mud sometimes axle deep in fall and spring. The toll for drawing was from 50 cents to \$1 per hundred-weight.

With all the drawbacks, some of the pioneer merchants made a fair living and a very few got to the front as small capitalists. There were no labor troubles, no trades unions, every employer dealing directly with individuals.

I am convinced that the backwoods merchant was as good a fellow, as capable of enjoying himself as the dealer of the present day. More than that, it seems to me he had quite as much fun to the square inch as does the modern merchant, despite his lack of automobiles, telephones and the like. Old Timer.

Wistful.

The archbishop had preached a fine sermon on married life and its beauties. Two old Irishwomen were heard coming out of the church commenting on the address.

"'Tis a fine sermon his Riverence would be after giving us," said one to the other.

"It is, indade," was the quick reply, "and I wish I knew as little about the matter as he does."



We want accounts of merchants and individuals in any form and will pay highest rates of interest paid in Grand Rapids

Incorporated banks of Grand Rapids have never suffered a failure



Incorporated 1870

Temporary Quarters Adjoining Corner Ionia and Monroe Ave.



Kent State Bank

Main Office Fountain St. Facing Monroe

Grand Rapids, Mich.

Capital - - - - \$500,000
Surplus and Profits - \$500,000

Resources Over 8 Million Dollars

3 1/2 Per Cent.

Paid on Certificates

Largest State and Savings Bank in Western Michigan

WITH the largest greenhouses in Michigan filled with all kinds of Cut Flowers and Plants we can care for your every want

Call

Henry Smith

Both Phones

Cor. Monroe & Division

SCIENTIFIC SALESMANSHIP

Consists in Interpreting the Customer's Expressions.

The problem of the salesman is to get the customer to learn about the merchandise, to become interested and get a desire to buy. This is essentially a psychological problem, for psychology deals with the methods by which the mind gets ideas and uses them.

It is a matter of common sense that the way to reach the customer's mind is through his senses, hearing, seeing, touch, smell and taste; but it is not a matter of common knowledge that individuals differ widely in their ability to acquire knowledge through these senses. It is a fact of psychology that some learn new things through their eyes more readily than through their ears, while others learn much more through hearing than through sight. Those who learn most readily through their eyes are called eye-minded; those who learn most readily through their ears are called ear-minded.

How to Reach the Customer's Mind.

The lessons from these simple facts of psychology for the salesman are perfectly clear. To try to sell the eye-minded person the salesman must show the customer the goods, point out the things that may be seen and give the customer the opportunity to look over the goods. The ear-minded person must be appealed to by telling him the things he should know about the goods. Although he has eyes, he may not see until told, until appealed to through hearing. The eye-minded person understands what he sees the ear-minded person understands what he hears.

It seems that more people are eye-minded than ear-minded, but it may be stated that more people learn through the sense of touch than through either seeing or hearing. The sense of touch is a remarkable sense. Its contributions to the mind are not as definite as those from the ear and eye, but it seems to be no less powerful in helping the mind to form ideas. It is the oldest sense in the body. It begins to function before any of the others. It continues to work up to the point of death, even long after sight, hearing, smell and taste have passed away. The deaf and blind depend almost entirely upon the sense of touch. Helen Keller's wonderful achievement of a good education, ability to write and speak, are all due to her cultivation of the sense of touch.

The Sense of Touch.

Here, again, the lesson for salespeople is obvious. Get the merchandise into the customer's hands. Fit it on. Get the customer to feel it in some appropriate way. Appeal to the sense of touch just as you appeal to the eye and the ear. Every good salesman makes his appeal to the sense of touch. The machine salesman gets the customer to work the machine; the clothing salesman gets the customer to try on the garment; the shoe salesman sells shoes by fitting the feet, and fitting means

appealing to the sense of touch. Even the life insurance salesman appeals to the senses of touch by giving his prospect a card or folder to hold, something that will at least keep the touch nerves busy while he is trying to reach the customer's mind through ear and eye. One of the reasons it is so difficult to sell insurance to some people is because they are neither ear-minded nor eye-minded. It is almost impossible to make an effective appeal to them through these channels. They are of the type who learn more through the sense of touch than through either hearing or sight.

Without intimate knowledge of the customer it is impossible for any salesman to tell easily just which of the senses is the main highway into the customer's mind. This is a difficulty which can be surmounted by taking no chances. Appeal to every customer through as many senses as possible. Show the goods, tell about them, get the customer to feel them or try them on, and if there is odor or taste that should be known, get the customer to sample the goods in that way. Nearly all people who are not defective get some impression through all of their senses. It is better to have the impression reach the mind through two senses than one, better through three than two, even about the same identical point.

Every Idea Has Its Effect.

Another fact of psychology that has enormous significance in selling is this:

Every idea which enters a person's mind is accompanied by some feeling; and this feeling is either good or bad, pleasant or unpleasant, satisfactory or unsatisfactory. There is no idea so small that it does not produce some feeling causing the mind to like it or dislike it. It is easy to see how significant this fact is in selling when one recalls that everything that the customer hears, sees, smells tastes or feels may result in an idea, and that every idea, whether fully formed or not, is classified by the mind as satisfactory or unsatisfactory, and therefore helps or hurts in making the sale.

The store's advertising, its architecture, the window trim, the doorway, the store arrangement, the arrangement of goods, the appearance and dress of the salesperson, the voice, speech, breath, etc., all produce their effect in the customer's mind, and that effect either helps or hurts in doing business. Knowing this fact, the merchant and the salespeople can set out definitely to have all these items produce satisfactory rather than unsatisfactory results.

Another fact of psychology is that very idea that enters a person's mind tends to be expressed. Not every idea is expressed, but it tends to be expressed. There are dozens of ways in which this tendency of expression may show. Speech, exclamations, shaking the head, movements of the hands or body, the brightening of the eye, the movements of the muscles of the face, laughing, crying, blushing, are all forms of expression.

These expressions of ideas that are

within the customer's mind are very valuable to the salesman. Every good salesman watches his customer's expressions with great care, for it is by these expressions that he may judge whether he is showing the right goods, whether he is pointing out that which is interesting to the customer, whether he is on the right track or not.

Skilful salesmanship consists in interpreting the customer's expressions quickly, making the necessary adjustments if the expressions seem to indicate that the salesman is on the wrong track, or pushing ahead forcibly if the expressions seem to indicate favor. No one can tell in advance what ideas will appeal to a strange customer. Every salesman must take a chance at the start, present some idea, then watch the customer for expression. If the expression is good or favorable, then the salesman knows that he may push ahead safely and positively. If the expression indicates disfavor, then the quicker the salesman turns some new idea or phase the better for him.

Paul H. Nystrom.

What Brings Success?

It is the everlasting keeping at it that counts in the long run; it is the sitting up nights to get a new angle to the old story; it is the careful thought and investigation that will show results.

There is no short cut to success; no ready made "scheme" that will produce the steady stream of business which pays the real profits.

Then to get the new people interested in the store, there is the leader. Some special item you have bought for the purpose, or something on which you want to have a real "clean-up." To be successful, the leader must be a real bargain; something the people can understand is priced low.

There is nothing magical about this, but it calls for all kinds of thought and efforts in buying, advertising and selling. It must be handled with care, so that the business in "leaders," sold at a loss or at no profit, does not become too heavy for the sales of goods at regular prices.

Got Him at Last.

Old Eben was walking along the street one morning, and one of his arms was in a sling. Mrs. Horton, who had often employed the old fellow for odd jobs, happened to meet him and said:

"Why, Eben, have you met with an accident?"

"Yes, ma'am," replied Eben, "I did. I've done up now, fer sho'! You see, dis arm in de sling, ma'am don't you?"

"Yes, Eben," said the woman, sympathetically, "what has happened?"

"Well, ma'am," the old colored man answered, "I'll be 71 years ole nex' harvest. I done see lots ob trouble in my day, ma'am, but by de grace er God I miss de Ku Klux an' I miss de Whitecaps, ma'am, an' I miss de vigilance committee an' de regulators, an' now, ma'am, here in my ole age dem waxinators kotched me!"

Among others, the forger appreciates a good name.

Keying Up the Salesforce.

Most of the larger stores and some of the smaller ones give the clerks a 10 per cent. commission on findings sales. One store, whose force at some seasons of the year runs as high as fifty people, posts a weekly bulletin for the benefit of employes, showing the findings sales records of each. At intervals, rivalry is further stimulated by allowing a small premium to the high man on the week's sales, in addition to his regular commission.

An occasional store even of the important class allows no commission, for fear the practice would lead to annoyance of customers. This attitude is taken by a certain concern which gives considerable space to findings, and also carries hosiery.

"We depend upon the appeal to the eye and in keeping what the public wants," said the manager of this store. "No favorites are played on makes of goods, nor do we try to substitute. Our stock is sorted up frequently from the local wholesale houses. We buy in small quantities and stick to standard goods, being guided by what people come in and ask for. This has proved more profitable than our former system of buying direct and in larger lots. The lower price does not make up for the dead stock one accumulates. Our findings department is growing steadily."

An answer to the argument about paying clerks a commission is found in the experience of another large store. "A clerk that has not got enough tact to bring findings to the attention of customers without annoying them is not the kind of person we want in any capacity," stated its head. "The whole thing lies in intelligent, truthful presentation of the matter. Effort should be made from the viewpoint of benefit to the customer."

"After we have sold a man a nice pair of shoes, we would not be doing our duty by him if we failed to let him know of anything we had in the store that would prolong the good appearance and life of the shoes. When this is done and he shows no interest in the matter we drop it right there. We permit no importuning. The same, of course, holds true in the case of women customers."

"It is important, though, that a clerk should know what he is talking about. For instance, a dressing that is the very thing for some leathers might eat up a kid shoe, but there are dressings made especially for kid shoes. We train our clerks on all these points. A commission is the proper encouragement to a clerk. If he is allowed to abuse it there is something wrong with the management. Findings have a natural, growing sale because of the tendency of all things toward refinement. Anything that really adds to good appearance and comfort needs no apology. The public is glad to know of it."

When a girl goes around boasting of the number of men who have made love to her it's a sign they didn't ask her to marry.

To our Friends and Customers:

We always look forward with much pleasure to the time of the year when we hold our regular West Michigan State Fair, for it is then we have an opportunity to meet and entertain many of our friends and customers who do not get in at any other time. This year it comes later than usual, but it will be "Bigger" and "Greater" than ever.

During that week our

Mr. Edward Wells

Mr. S. W. Johnson

Mr. W. D. Bosman

will all be in, and with the rest of us will do all we can to make your stay a pleasant one. Remember the day and dates—September 20 to 24. We hope you can so arrange your business affairs as to give at least one day, and more if possible, to visit not only our Fair but ourselves as well.

Yours very truly,

Grand Rapids, Michigan.

Foster, Stevens & Co.

Makes
the Movies
Make Money
for You

SEND
YOUR
CUSTOMERS
TO THE
MOVIES

The image shows a black and white photograph of a man operating a large camera on a tripod. To the left of the photo is a large circular graphic containing the text 'Makes the Movies Make Money for You'. In the center, a rectangular box contains the text 'SEND YOUR CUSTOMERS TO THE MOVIES' with each word underlined.

Let your customers and your customers' children go see Mary Pickford, Charlie Chaplin and all the other favorites of the screen by giving them Universal Movie coupons, which are as good as cash for admission to Moving Picture theatres in the United States and Canada.

This Plan Appeals to Every Movie Enthusiast

which is only another way of saying that *everybody likes it*, because *everybody likes the movies*. People who won't bother to save a thousand trading stamps can get twenty Universal Movie coupons with a few purchases and they'll buy from the merchant who gives them this reason for coming into his store.

Write immediately for full particulars of our plan. It won't obligate you in any way and it costs nothing to find out about it.

It is *the most effective advertising plan ever devised*; there is nothing hard to understand; nothing hard to do; but, it *gets action* and gets it QUICK! Write immediately, because we give *exclusive distributing privileges* and will give the preference to merchants who make application first. We want LIVE merchants and live ones always act quickly when opportunity knocks at the door.

Robyn-Kander Movie Ticket Corporation

18 E. 41st St., New York

MAIL ORDER COMPETITION.

Slurs and Insinuations Will Not Combat It.

Personally, I am not sure but it would do a community credit to have a big public bonfire of all mail order catalogues, because it would show a community spirit, a united desire to help the town by putting the home interests ahead of outside interests; but that is not the merchants' hope for meeting and beating mail order competition. This competition is going to continue and it must be treated in a business way. The great question is as to what means will be the most effective in keeping trade at home.

There are a few points on which we can not meet the mail order houses in our stores. We can not get out big illustrated catalogues like theirs. We can not employ high-salaried experts to write our advertising. We can not carry such stocks as they carry. We can not put out extensive lines of goods under our own brands to give us a chance to make a long profit on their unknown quality.

But we do have a big advantage over the outside competition. We are right on the spot and we know our customers personally. We have personal acquaintances and friends who like to trade with us. We can extend credit. We can show people the goods before they buy them, and we can make delivery without delay and without freight or express charges. Our guarantee can be given and accepted at its face value, because the customer is right where he can come and make complaints in person.

Without doubt the advantage is very largely with the home merchant. He has many things in his favor. One trouble is that he does not take the opportunity to make his advantages count. One of the greatest customer-getters and customer-holders is the personal service. Many of us are not as careful as we might be to make this service count. We do a great many things to accommodate our trade, but we don't always get credit for them.

We are asked to deliver a bottle of magnesia or a half dozen quinine pills to the far end of town and we do it, but we are grouchy about it. Probably it is reasonable that one should feel grouchy about such requests. They are unreasonable. But if you are going to make the delivery it ought to be done cheerfully, so you will at least get the credit for the accommodation.

You know how you feel about an accommodation extended to you with a scowl. You accept it, but you don't feel under any obligation for it. It is the chap who accommodates us cheerfully who gets the reward. It costs no more to extend accommodations and to give customers service than to act as if it hurt, and it makes a vast difference in the results.

Everything you can do to extend your personal hold on your customers will help to keep them from sending their money off where they will never see it again. The wider the circle of

your friends the wider the circle of your customers.

Some merchants seem to be afraid to talk to their customers about the catalogue houses. The subject is apparently a forbidden one in some stores. Of course, it is a good rule to avoid advertising any competitor by talking about him, but when the competitor is an outsider, one who is deliberately acting the part of a parasite, sucking the financial life out of a community to which he contributes nothing in the way of support, the conditions are rather different.

I believe it is good business for the merchant to talk to his patrons who are inclined to patronize the mail order houses, asking them what they consider the advantage to be, enquiring as to what purchases they think they have saved money on in that way. This always opens the way for a friendly consideration of the difference between the offer of the catalogue house and that of the dealer himself.

The dealer who supplies himself with mail order catalogues and keeps informed as to what their offers are in competition with his own lines, will be able to convince his patrons, if he will talk to them in a pleasant way about it, that apparent savings often disappear when everything is taken into account.

The mail order house can not work any miracles. It can not do business for nothing. Its expenses average about 30 per cent. of its sales, which is higher than your store expenses. It is not the manufacturer it often claims to be. It has to buy goods and it must pay the manufacturer a profit on them. If it does manufacture some goods, its manufacturing department calls for an investment which must make its proportionate return. The catalogue houses pay excellent dividends on their capital stock, bigger dividends than most dealers net on their investment.

Compare Their Prices With Yours.

You can take the mail order catalogue and go through the pages devoted to the lines you handle and find that your prices average very much the same as theirs. In some cases they are lower. In most instances where there is a marked difference in price in favor of the catalogue, there is a difference in quality, and often this quality difference is not discernible by the consumer.

Even in the matter of well known brands the brand may not necessarily guarantee the mail order quality, since the mail order house is looking for a chance to make capital of a known name, regardless of whether the goods give satisfaction or not. There are seconds of some known brands. There are job lots bought of discontinued numbers. Such differences in the main are not detected by the consumer, save as the goods do not give him value received. But how many of us really know how much wear we get out of a pair of socks, or how many meals we get out of a package of breakfast food, or how long a gallon of paint wears?

As consumers, as users of goods we buy, we are woefully lacking in knowledge of whether we get our money's worth or not. We think mainly in terms of the purchase price. When we are buying from a man we personally know to be honest, this is all right, but when we are sending our money away from home, we ought to buy goods we can judge on their merits. Unfortunately, the consumer is rarely an expert buyer.

One dealer was puzzled by the fact that a certain very large Chicago mail order house sold for 98 cents overalls apparently like those for which he asked \$1, and which the mail order house claimed sold in most stores for \$1.50. In appearance the overalls were of equal quality. The dealer resorted to the scales and found the mail order article weighed one-half pound less than his. Rather a small discount, 2 per cent., when the difference in weight was 25 per cent. He tried the same plan with the mail order cotton flannel and found his weighed more to the yard and that he sold the 5 ounce weight $1\frac{1}{2}$ cents a yard cheaper.

Quality First.

If the merchant allows his talk to be all on price, if he discusses mail order competition with his patrons on a strictly price basis, he will get the worst of the argument. Quality must be considered. It is not fair or safe to assume that a horse blanket, for instance, is a horse blanket. Get hold of a mail order blanket and measure it. The dollar blankets of the merchant, number 60 by 76 will probably measure about 62 by 78 as compared with the mail order blanket of the same price which they claim measures about 64 by 76. Don't take any mail order statements for granted, and don't assume one bit more than they say about the goods. Their descriptions run thirteen to the dozen and their goods sometimes run only eleven.

A number of large stores are getting out little catalogues of their own, which they supply to the trade to combat mail order competition. They mail these to all families within a trading radius and agree to send the goods out on approval. One dealer with such a catalogue in the hands of the people of the surrounding country made an offer of 5 per cent. discount to all teamsters and truckmen and R. F. D. men covering his section. This encouraged them to accept commission from folks along the road, and when they did get commissions they brought them to that store.

Another dealer with a little catalogue of his own, after mailing it out, sent out and also advertised in local newspapers special offers on the goods on certain pages of his catalogue. As the special offers mentioned the page by number and referred the reader to the catalogue for details, it encouraged, almost compelled the keeping of catalogues in order to benefit by the offers. This was his way of getting people into the habit of retaining and keeping his catalogues easy of access.

A provision dealer goes to all the big buyers in his town, the people

who habitually send out of town for goods because they feel they must buy in quantity at the very lowest possible rate. He gets these people to agree to submit to him before sending it their list for any needs. It is rarely that he can not fill the order with the same quality of goods at the same price, and where he has not a cheap, mail order quality, he can show wherein his goods will give better satisfaction and prove more economical in the end. Dealers in all lines ought to get the people to submit their orders to them before sending them away.

In one town the commercial organization arranged to sell gasoline at cost to all comers in such quantities as they could take in their cars. The garage men favored this plan because they were tired of selling this commodity at cost. It did not take long for the word to get noised around and pretty soon every motorist in that section was taking that town in whenever he could.

A live country storekeeper who wanted farmers to come to his store often made a special price on oats for feeding the horses if the teams were hitched there at feeding time. It was cheaper to feed at his hitch-rack than at home. Such plans get people into the habit of coming to the local stores, and the more the people visit the stores the less they will send away from home for goods.

The trouble with many stores, particularly stores where there is the most complaint about mail order competition, is that there is nothing really attractive to bring people to them.

Buyers, especially the women, want the store to be a pleasant place. The mercantile successes worth while are those where stores are made so interesting and attractive that people will want to come again and again. The man who regards his store merely as a place where people can buy things, hasn't the right idea. He is working along the wrong line.

People do not send to the mail order houses because it is easier. They do not send because it is cheaper. They do not send because they do not like the local dealer. They send for reasons less easily defined. It is not always easy to determine just why they send.

A former mail order man told of investigating some of the purchases made, with a view to discovering why they received such orders. One proved to be from a man on 110th street, New York City. He ordered a cheap iron bed and mattress and springs. It took four weeks to get the goods to him. He could have found the same goods at Bloomingdale's right in his own city and had them delivered without delivery charges, within six hours. No sound reasoning could explain such an order.

This same mail order man stated that the house had 5,000 bona fide re-ordering customers right in New York City within reach of better stores, better stocks and better prices. Some things about the mail order trade seem difficult to explain.

Frank Farrington.



← *Your customers like this kind of raisin bread because it is made with this kind of raisins* →



Mr. Grocer:

The enormous publicity campaign of the California Associated Raisin Company will increase the demand for both raisin bread and package raisins. You will get the greatest increase in sales if you sell

California Raisin Bread

Made With SUN-MAID Raisins and SUN-MAID Raisins in *packages*

We are spending \$160,000 to increase our business by *first increasing yours*.

By means of a big, convincing, comprehensive campaign we are teaching the housewives of America to buy from you more California Raisin Bread and more Sun-Maid Raisins. Wholesale bakers also are going to advertise this bread. They will advertise *your package goods* because they will advertise *Sun-Maid Raisins*.

This selling campaign is just being started. You have seen the first full-page advertisement in The Saturday Evening Post and The

Ladies' Home Journal. Others will follow throughout the fall and winter. Altogether *nine full pages* will appear this season in The Saturday Evening Post and *two full pages* and *two half pages* in The Ladies Home Journal.

And this is just the *national* part of the campaign, consuming only a minor part of the sum we are spending to make people buy a profitable specialty from you. Our local promotion work will help you specifically in your sales of raisins and raisin bread.

How To Get Maximum Results

This campaign of ours will make some money for you anyway—whether you identify yourself definitely with it or not. But it will help you much more if you sell raisin bread made according to our prize recipe so that your product can be known as "California Raisin Bread, made with Sun-Maid Raisins."

California Raisin Bread, made with Sun-Maid Raisins, is so delicious that it *advertises itself*—and it advertises Sun-Maid *package* raisins as well.

Sell This Bread

Your wholesale baker can supply you with California Raisin Bread, made with Sun-Maid Raisins. We suggest that you get in touch with him at once—also ask your jobber about Sun-Maid package raisins.

Send us this coupon—get the whole plan. Learn how you can make our huge investment bring more business.

Mail this coupon to our nearest office.

19	Coupon
Please send me complete details of plan by which I can make more money through increased sales of raisin bread and package raisins.	
Grocer's Name	
Street	
City	

California Associated Raisin Company

Home Office, Fresno, California

Hearst Building, Chicago

113 Hudson St., New York

F. C. LETTS, President.
CHICAGO, ILL.

C. ELLIOTT, Vice-President.
DETROIT, MICH.

WM. C. PHIPPS, 2d. Vice-President
SAGINAW, MICH.

B. B. CUSHMAN, Treas. & General Manager.
DETROIT, MICH.

W. I. GOLWELL, Secretary.
DETROIT, MICH.

NATIONAL GROCER COMPANY

GENERAL OFFICES

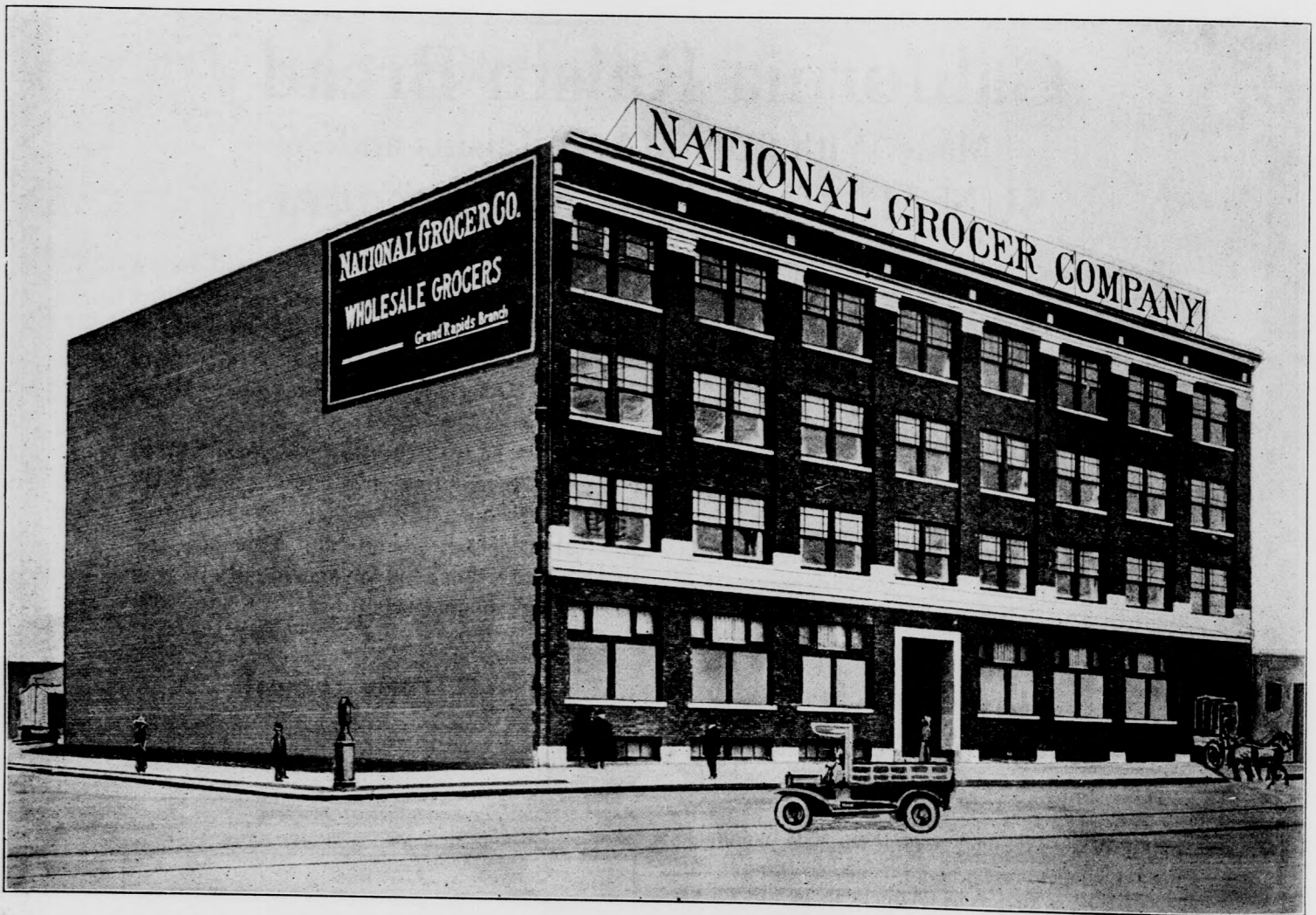
29-35 LARNED STREET, WEST

DETROIT, MICH.

OWNING AND OPERATING
PHIPPS-PENOYER & CO.
SAGINAW, MICH.
NATIONAL GROCER CO.
BAY CITY, MICH.
JACKSON GROCER CO.
JACKSON, MICH.
C. ELLIOTT & CO.
DETROIT, MICH.
NATIONAL GROCER CO.
GRAND RAPIDS, MICH.
MUSSELMAN GROCER CO.
TRAVERSE CITY, MICH.
NATIONAL GROCER CO.
SAULT STE. MARIE, MICH.

OWNING AND OPERATING
NATIONAL GROCER CO.
LANSING, MICH.
NATIONAL GROCER CO.
FORT HURON, MICH.
NATIONAL GROCER CO.
SOUTH BEND, IND.
NATIONAL GROCER CO.
DECATUR, ILL.
NATIONAL GROCER CO.
CADILLAC, MICH.
NATIONAL GROCER CO.
S.S. CASADA, MICH.
NATIONAL GROCER CO.
MILLS, DETROIT, MICH.

We present herewith illustration of our new wholesale grocery establishment in Grand Rapids (44 to 54 Ellsworth avenue, corner Island street) which represents the latest work in construction of this character.



This building is uniform with the other recently-constructed buildings of our corporation, the olive green trimming peculiar to all our own buildings, auto trucks, larries, etc., being decidedly in evidence. The feature, carefully planned and rigidly carried out along lines of utility and beauty, gives our buildings, transportation service and trade marked brands of goods a uniformity and distinctiveness not enjoyed by jobbers generally. This building embodies all of the newest and most up-to-date ideas in wholesale house construction, no reasonable expense having been spared in the introduction of features which contribute to the comfort of our employes, to the expedition of their work and to our ability to serve our customers well and faithfully.

THE NATIONAL GROCER COMPANY GRAND RAPIDS, MICH. BRANCH

Appreciates

The increased business the trade has given us since we have been established in our new quarters.

The large and enthusiastic attendance of merchants on the occasion of our opening.

The large and satisfactory volume of business our new customers have placed with us.

This attitude on the part of our customers—both old and new—we take as sufficient evidence of their appreciation of the expenditure we have incurred in establishing ourselves in such a modern building.

Experience has demonstrated that it paid us to modernize, because our customers are giving us a business that justified us in incurring the expense.

We have absolute faith in the value of reciprocity and our faith has been fully confirmed in the realization that our customers appreciate our progressiveness. They have demonstrated their satisfaction by the increased business they have given us since we put ourselves in a position to meet their needs and necessities at the lowest possible expense.

We embrace this opportunity to express our thanks to our customers for their generous treatment of our institution and to express the hope that the pleasant relations so long maintained between us may be even further strengthened and augmented in succeeding years.

NATIONAL GROCER COMPANY



If Obligated to Work, Consider the Compensations.

Written for the Tradesman.

Frankly speaking, we all wish we didn't have to work. Or at least that we didn't have to put in our days doing such ordinary and irksome tasks

are fitted to that kind of thing. It is what wise old Nature designed them for, and they would be unhappy were they lifted to some higher plane. But as for ourselves, we were to the manner born, as witnessed by our innate repugnance to lowly circum-



Ella M. Rogers

as now devolve upon us. Fate has in some way made a blunder and dealt us the wrong kind of a hand.

No person so delicately organized and possessed of such high aspirations and fine sensibilities as ourselves should be obliged to live a life of such menial toil. Doubtless there are people—there certainly ought to be—who are grateful for the chance to do any humble sort of work. They

stances and conditions. In our inner consciousness we know that we are worthy of better things.

If we are unmarried and have to earn our own living, then as already suggested Fate has made some lamentable blunder in our cases, even allowing that she has not been intentionally unkind. And there have been reasons, hindrances, gigantic obstacles that have made it impossible for us

to achieve any great measure of success. Despite the fact that we have had to make our own way, we could have risen to eminence and ease had we not been thwarted.

If we are married and are obliged to cook and wash dishes and sew on buttons when properly we should be directing a retinue of servants and occupying a distinguished place in society, it is of course because our husbands, while excellent men in every other respect, are not successes financially. We are in every way equal to—often far superior to—women who are at the very apex, occupying that exalted position solely by virtue of their husbands' money. The married woman who has to work has a certain advantage over her unmarried sisters, in that she clearly is entitled to attribute her unsatisfactory circumstances all to her husband.

It is not from selfish reasons that we desire the place in life for which we plainly were intended. Oh the good we should be able to do, if we had money so that we didn't have to

work, and so that our time would be our own! To inherit great wealth—that is such a nice way to get it—to have it handed down from generation to generation and for so long a time that everyone has forgotten just how the money was made in the first place, and no one thinks to muck-rake about to find out whether or not it is tainted! Having the money, by inheritance or otherwise, how we should enjoy going about in our automobile, tastefully dressed in a neat, stylish tailored suit of excellent material,

OFFICE OUTFITTERS
LOOSE LEAF SPECIALISTS

The Tisch-Hine Co.

237-239 Pearl St. (near the bridge) Grand Rapids, Mich.

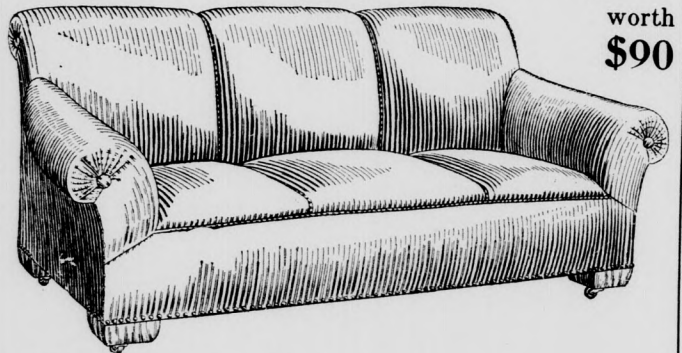
Henry Smith
FLORIST
139-141 Monroe St.
Both Floors
GRAND RAPIDS, MICH.

BISHOP'S SPECIAL SALE OF MANUFACTURERS SAMPLES

Saves You from 25 to 50 Per Cent
and sometimes more

\$38

worth
\$90



This luxurious Davenport (exactly like cut) is seven feet long covered in a handsome Imported Floral Tapestry; has three removable seat cushions. Here is real comfort—real hospitality in this big lounging piece at one-third its real value

Special Price \$38.00

An entire floor of Dining Room furniture. Complete suites from \$29.50 to \$900.00

Everything for the comfort of the Living Room, scores of exquisite suites in both modern and Period styles—hundreds of single pieces—one whole floor of Chairs and Rockers.

Our Bedroom Department is a real treat. All the newest ideas in enamel furniture, now so popular, as well as Oaks and Mahogany.

September Brides cannot fail to be interested in our complete home outfits. We will be glad to offer suggestions for your new home.

BISHOP FURNITURE COMPANY

Ionian Ave. and Louis St. On the way uptown from Union Station

Pianos - Players - Victrolas

Largest and Most Complete Display in Western Michigan
All Instruments Sold for Cash or Installment

Friedrich Music House

206 Monroe Avenue
GRAND RAPIDS, MICHIGAN

aiding the sick and the needy. And we would send every ambitious boy and girl to college, and help every struggling art student, and further every good movement. We could fill the role of Lady Bountiful in a way that would be worth while.

Or perhaps, if we had the time, we should aspire to doing some great work ourselves, say in painting or in music or in writing. Possibly we decorate china or give music lessons or write up society items now. But financial necessity being removed, we no longer need confine our efforts to potboiling stunts. We should be free to compose the great song or paint the masterpiece or write the famous novel that we know is in us.

The person who doesn't have these feelings of noble discontent with a life of commonplace toil, certainly is a very poor stick so far as ambition and imagination go. Every person ought to have such feelings. But would it not be well to forget them for a little time and take a cool, impartial look at just how it fares with people who do not have to work?

A shrewd epigrammatist said, "If you want to know what the Lord thinks of money, look at the people who have it." He might have added, "If you want to realize the Almighty's approval of work, look at the people who don't have to work."

Work—just plain hard work—has a wonderful quality of holding the human being level—of keeping him or her sane and sensible and of compelling a fairly well-balanced development of all the great, essential pow-

ers and faculties of the mind and soul. When one is freed from the necessity for going through a regular routine each day and producing certain definite and tangible results, the usual thing is to fly off at a tangent.

This may not be noticeable in the older generation—the fathers and mothers who have made the money. Force of habit keeps them in the beaten paths long after the accumulation of wealth has made any further work unnecessary. But it crops out in the children and the grand-children.

With some temperaments it is dissipation and all the excesses and indulgences of high life. With others it is the unreasonable pursuit of some fad or hobby or sport. Almost always when the spur and stimulus of necessity is removed, there comes on a softness and flabbiness of the mental and moral fiber. A degeneracy from the strength of the parent stock is almost inevitable. Keeness of vision and soundness of judgment are very apt to be lacking, because these develop only in the school of experience. The son of a wealthy father, despite all the supposed advantages of education and travel, is in most cases far less of a man than the sire, whose training was derived in the great university of hard knocks.

As to those dreams of the good we might do if we had money, we should be likely to find most of them impossible of realization. At least the people who actually have money and conscientiously set themselves to help their fellow men with it, find it ex-

tremely difficult to decide what philanthropic activities are in the long run really beneficial. Dispensing wealth with lavish hand is easy. But to use money so that it will strengthen instead of enfeebling, uplift instead of pulling down—this is a problem that few have solved. And in a final analysis and valuation of utilities, it doubtless is true that more of good is conferred upon human kind by each humble worker who does his unheralded task in life, than by the wealthy philanthropist who scatters a vast fortune in ways most of which necessarily are of questionable benefit.

As to the masterpieces we believe we should paint and the books we imagine we should write, a glance at the lives of great men and women soon convinces us that often genius flourishes best when struggling against seemingly adverse circumstances. The man or the woman who can not find time to write the great book while leading a workaday life, usually would not write a very great book if relieved of all need of toil. The literary and artistic efforts of those who have all kinds of time and all kinds of money often are pitifully feeble.

To the overworked person suffering from some slight ailment, it usually seems that rest—cessation from labor—would restore perfect health. Often it would. But long-continued idleness is most unfavorable to health, as witnessed by the appearance and by the actual illnesses of wealthy hypochondriacs who have nothing else to

do but think of their maladies and exaggerate their discomforts and pains.

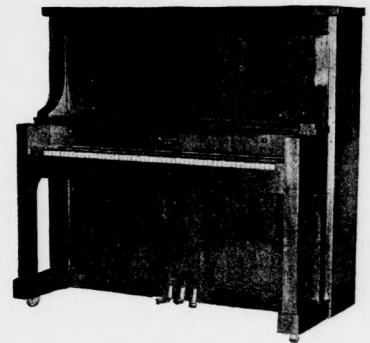
Many who have money never gain any real leisure thereby. Some never succeed in shaking off the cares of business. They are the slaves of their offices and stores and factories. Others while free from actual toil go in for club work or for society or for some fad, till they labor just as hard as if earning a living. I know a woman whose hobby is raising flowers. Pursued in moderation this is a most delightful pastime. Carried to the extreme dictated by Mrs. G's relentless energy, it ceases to be a recreation. Indeed she would work no harder if earning her bread at the washtub.

Some who do not have to work fail to find other healthful interests and occupations, and, in consequence suffer from ennui. So it goes. With us who are obliged to work it seems that with leisure and plenty we should be perfectly happy. But a little observation of those who have leisure and plenty soon convinces us that these will not satisfy. It seems to be the sensible conclusion that work is the great tonic-stimulant which we need; that better than anything else it keeps our brains clear and steady and our energies coursing in normal channels; that while we never may be entirely reconciled to it, we are better off for having it to do. Ella M. Rogers.

Did you ever hear of a president of this great and glorious country taking a prize at a baby show?

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DEACON BURTON'S LESSON.

How He Aptly Illustrated an Old Proverb.

The boy was not what folks call "good looking." His hair started in with what his mother called a golden brown, but the sun took a hand in that and as the boy insisted on going bare-headed by the time he was 16 years old the sun took back most of the golden and left just enough to suggest a change of name to the boy's companions and they promptly dubbed him sorrel-top much to the disgust of the family and, it must be confessed, to the delight of the boy himself. At 16, then, he stood five feet ten in his stocking feet, broad-shouldered, narrow-hipped, blue-eyed and sandy-haired, ready to begin the battle of life, wanting no odds and asking for none, if the want was something lying in the realm of possibility, so far as it had to do with will and earnestness of purpose and elbow-grease—a homely New England phrase, but one which has no English equivalent.

Now a well developed young fellow of 16 is not an easy subject to handle, unless the handler knows how and that is exactly what Deacon Burton didn't know, although he thought he did. His was the cast iron rule. "Only way to bring up children is to put your foot down hard and keep it down. It's like driving a horse, keep a firm rein 'n' if you must use the whip lay it on good 'n' snug. Cut to the bone; that's all there is to it."

So the deacon thought and the theory worked well until Bob was 16 years old and then the immediate atmosphere of the Burton family began to show signs of getting murky. It was the old story centering in the half-dollar. Bob wanted one and while the deacon was willing he should have it, he was equally determined not to give it to him himself. "When I was a boy and wanted money I buckled to and earned it. You are bigger than I was at your age and my idea is you'd better spruce round and get you a job, earn your money and spend it, only if I was you I'd be sure and get my money's worth."

"Yes father, but you keep me on the jump from the time I'm out of bed until I get into it, and where's the time for the job you're telling about? I can go right over to Hanson's now and work for the rest of the season and will if you say so; but that means somebody in my place if I do and it'll be cheaper to give me the half-dollar I'm asking for; don't you think so?"

The deacon didn't think it best to answer that and left the boy to his meditations, which just at that moment were not cheerful. What did his father want to act that way for? Didn't he know that for a good while now he had been doing a man's work and that his "keep" had been earned many times over? Didn't he know that a boy wants a little change in his pocket and doesn't he know that, when a fellow gets to be a man grown, it's a good deal of a come down to have to ask for every cent he wants and worse than all after he has asked for what he has honestly earned, to be turned down with "Oh, I guess you c'n get along without any half-dollar."

Up to this time when Bob didn't get what he asked for his manner was to go skuffing away, kicking whatever happened to be in his path and growling out his indignation at the shabby treatment he had received. This time he went to the barn, but his step was determined and with his head up. Not a growl escaped him; not a door slammed. His heart was hot within him and the barn door had hardly closed behind him when he turned on his heel and went to the granary where he heard his father shelling corn. Entering, conversation began at once.

"Father, isn't there some arrangement we can make so that I can have a little money once in a while without coming to you for every cent I happen to want. I don't want much; I'm no spendthrift; but it galls me to have to come and hang

grain. Then Bob, looking at his father began very deliberately.

"No, I don't think I will. The Hanson's need me more than you do and I'm going over to see if I can't arrange for that one-day business. I'm going to have some money of my own; I'm going to earn it and want to earn it; they want me and will pay me for it and I'm going to do it"—this between his teeth. "If you have any choice of day, now's your time, for I'm going right over there now."

"Well, you're not."

"O, yes I am."

"Now, young man, listen. You go to Hanson's for any such errand and when you get back, I'll give you a lickin'. There!"

"Oh, father! You wouldn't do that!"

"You'll see whether I will or not."

tried to tear himself from the grip of fate. After one of two useless attempts he finally stopped struggling.

"How long is this to last, Robert?" he then asked.

"That, father, is for you to say. I am ready to let go, the minute you understand that the whipping must be given up."

At once the struggling ceased and as the young man let go his father's wrists, he said, "Now, father, if you don't want me to work for the Hanson's, I won't; but in that case we must come to an understanding about the pocket money. Because I'm large of my age I've got in with the older set and I guess they spend more money than I would; but they are the kind of young folks I like to go with, they invite me and I like to go; but I have to do as the others do and that takes more money and that's what I want it for. I don't care so much about going with girls, but if the other fellows take girls I shall have to and that calls for more pocket money. Will you be willing to let me have one day a week and pay me for it as Hanson is willing to? It shall be a full day's work but I want a full day's pay for it and that will cost you \$2.50. Will you agree to it?"

"Was that what Hanson was going to pay you?"

"I was going to stick him for \$3; but at home here, I'll do it for \$2.50. Is it a go?"

It was. The deacon hit on Saturday, the farmer's day for going to town, but Bob had made his point and even at 16 this boy had learned that time usually spent in town wasn't especially profitable to men or boys. He found out something else and it hurt, that in dealing with men, even, if one of these were his own father, business is business and that the side that can make the sharpest bargain comes out ahead.

He early saw that giving his father the benefit of the half-dollar was a mistake and that the deacon was going to make the most of it. He found that his working day at home was both long and hard. Jobs were put off until then that were hard and disagreeable. On Saturdays "Come, Bob," disturbed his morning slumbers—always very precious to the boy of 16—as soon as daylight streaked the east; that the nooning if there was any was short and that the lantern's dim light helped him finish up the day's work.

That this condition of things did not have a tendency to strengthen the kindly relations between father and son can be easily seen. It didn't; and the effect on Bob not only awakened but fostered the determination of getting even with his father and then to forge ahead at every possible opportunity. The first strike-back was the home day job. After a month of trial, a month that taught Bob that affection and business had nothing to do with each other, he went again to the Hanson's and transferred his working day from home to them. Of course there were words and a scene which might have ended in disaster. The deacon, however, knew which side of his bread was buttered and merely hinted to his son that he'd better hire out to Hanson and done with it, a statement which Bob promptly met with the remark that Hanson wanted just



Richard Malcolm Strong.

around as if I was afraid of you and ask you for a nickel if that happens to be the amount I want. How would it work if I should hire out with Hanson one day in the week, Saturdays, if you say so, and earn a little money that way? I'll make up the time I'm away so you won't lose anything and then I can feel as if I had a right to spend what I get that way. What do you say?"

"What I say is soon said; Help me shell this bushel o' corn and don't bother me ever again about spending money. No. There you have it, No. Furthermore you want to keep away from that Hanson gang. You've got work enough right here to keep you busy and if you hain't I'll hunt up sumthin. Come, get to work."

For half a minute the only sound in the granary was that made by the falling

"Father, I'm going over to Hanson's and I'm to work one day in the week if I can get them to let me. If you are going to whip me when I get back why not try that before I go?"

"Words had lost there; rhetoric was vain," and white with wrath Deacon Burton seized a walnut withe that chance had left leaning against the grain bin and with it uplifted in his passion-shaking hand approached the unruffled Bob who without waiting for his father rushed towards him and before the blow could descend grasped his father's wrists and held them as in a vice.

"Robert Burton, let go of me."—He didn't—"Let go of me, I say."

The boy kept his strong grasp. There was an attempt on the deacon's part to wrest himself from the strong hands that held him. He might as well have



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FIELBACH COMPANY, Toledo

that and that he was seriously thinking of it; that short hours over there was the rule and that there was to be no piling up of mean, hard jobs for the sake of having them done for next to nothing.

So the month of December came and the restored half-dollar to his weekly income and with it came the extras which are attendant upon the Christmas holidays. One of these had been taking shape in Bob's mind all the fall, no more and no less than "a bang up" suit of clothes, made for him by Blum, the well known tailor in the city. That was an easy matter to master; but young Bob had now in his mind the half-dollar that his father had made him earn several times over and he concluded that now was a good time to get some of those hard-earned half-dollars back again, a job that from his recent experiences with his father did not promise to be an easy one.

The clothes question was one that the two had often discussed, since the time the boy had out-grown the time-honored custom of wearing out the garments of his paternal ancestor, when the ready-made counter became a point making the discussion at times especially acute, the deacon insisting that "'s long's your'e growin' 't don't make no difference what you wear;" and the boy on the other hand insisting that he was big enough to have his clothes made for him and he was going to have them—a statement, however, he was careful to make under his breath.

For a day or two after that, How? became an important question and the more he puzzled with it the harder it seemed. At last the young fellow came to breakfast determined to have it out and over with one way or another, and jumped into the middle of things by asking the deacon what he considered a fair price for "my" colt.

"Your colt? I didn't know you had had any colt."

"Star's my colt, you gave her to me the day she was born. Didn't he, mother?"

"He certainly did."

"And didn't he say if I took good care of her she'd be the likeliest mare in the state and that I'd get a good price for her?"

"Yes."

"Oh, well, I suppose I did, but of course I meant that you could call her yours if you wanted to, but as long as you're a minor, Bob, that's all such talk amounts to."

For a moment fear and anger—the white banner and the red—fought for the possession of Bob's cheeks. His swallowing troubled him. With the help of his coffee he managed not to let his angry passions rise; but to his mother, the red gathering in the boy's cheeks showed which banner there had fallen.

"Then old Speckle isn't my hen?"

"No."

"Nor has Topnot been my rooster all these years."

"That's right, my son."

"And all these 150 hens and chickens that are now on the place are not mine?"

"Not a feather of the whole flock."

"But, father, don't you remember that you told me if I would take care of them and not call on you for their feed

that I might have all I could make out of the eggs and poultry? Didn't he say that, mother?"

"That's exactly what he said."

"And, father, for seven or eight years, those fowls haven't cost you a cent. You helped me plow up that two-acre lot for a year or two until I was big enough to hold a plow and since then I've done it myself. You know I paid an extra price for both Speckle and Topnot out of my own money, and every fowl now on the place are chickens old Speckle has hatched. All that time every egg and chicken we've eaten and sold have been mine. Are you going to pay me anything for them?"

"Why, Bob, they're mine; why should I pay you for them. A minor can't hold anything, and not until you're 21, when you will be your own boss, will anything be different."

"Then what's mine yours and what's yours 's your own; is that it?"

"That's just it, Bob."

"Then nothing's mine?"

"Not unless I say so."

"And because I'm your boy I can't buy a cent's worth of peanuts unless you say I may."

"That's the idea. You see until you are of age, I'm responsible for you. I'm bringing you up. I have to pay your bills."

"And if I should be in town and wanted some peanuts and didn't have the money and the dealer should charge them, then you'd have to pay for them."

"That's the way it goes."

"Then I don't see as there's any use in my trying to live until I'm of age." And with that the morning meal ended, while the mother, like Mary of old "pondered all these things in her heart."

A month later Dawson, the village lawyer, had a caller who brought with him a bill from a tailor, Blum by name, for "suit for son \$45; overcoat for same \$60." The lawyer read the bill carefully over.

"Goods delivered all right?"

"Yes."

"Any complaints from wearer of same?"

"Not that I know of."

"Well, then, so far as I can see all you have to do is to pay the bill and be thankful that you have a son worthy of the good clothes that Blum is sure to make."

"I'll never pay a cent of it."

Dawson looked the bill carefully over, removed his spectacles, which he held in his hand, and then turning in his desk chair until he faced Deacon Burton, his friend and neighbor for a good many years, said very kindly, "Deacon, with a discretion beyond his years Bob came to me before the bill was contracted and told me the whole story from the beginning to the end. It isn't a story that you would care to have the gossips get hold of. If you were a poor man and couldn't meet this paper without inconvenience you might have the sympathy of the community, but I judge not. You are not, however, a poor man—well heeled people call you. Bob, your son, needs the clothes and is willing to pay for them, and when you refuse, he, finding out in some way that a minor can hold his parent or guardian responsible for his acts, goes ahead, gets what he wants and you pay the bills. That's

what you have got to do now, and you'd better do it without a word. For a man in your position, Deacon Burton, that deal about the horse and chickens doesn't sound well. They are 'skin games,' both of them, even when played man with man and when it comes to playing them with a man's own flesh and blood, it isn't just the thing. It hurts; and, Deacon, the greatest harm comes when the boy finds out that his own father has cheated him, for that fact once fixed in a child's mind removes all respect, and a parentage without that can only be harmful.

"So then, my friend, pay this bill cheerfully and, with a boy like Bob, you can well afford to pay others like it, providing there is the slightest tendency in so doing to establishing between you a companionship, which is the condition that both need most. Men with sons who are young men are apt to forget when the boy approaches the man line that once across that childish things are to be put away and there is no greater outrage for young manhood to put up with than the treatment belonging to a period, as the boy thinks, long past away. No, Deacon, there is no charge and if the time ever comes when you and Bob look upon each other as the best friend each ever had, I'll make believe that I had a hand in it and rejoice with exceeding great joy."

When the next Sunday Bob came down in his new suit, great was his surprise to have his father admire it and tell him how well he looked in it. He insisted on helping him put on the overcoat and after looking it all over concluded that that same Blum was going to make him one as soon as he could get to town.

What do you guess Bob had for a Christmas present that year? A statement duly signed that Star and the poultry were Bob's to have and to hold as it pleased him; and the boy found in the carriage house a new rubbered-tire buggy and a new harness; and better friends than Bob and his dad are to be found nowhere.

Richard Malcolm Strong.

Putting the Store on a War Footing.

Business, no less than war, has its victories. Business, in fact, is a form of warfare, even though we carry it on in the most friendly way and avoid the slashing and cutting forms of competition.

The only way to win in any form of warfare is to keep on a war footing. If you are to be prepared for the unexpected moves of competitors, if you are to secure the advantage to be gained now and then by a quick movement of your own, you must be ready for the unexpected and you must be prepared to do the unexpected.

If you let your stock run down to the point where an exceptionally good customer may at any time wipe out the entire supply of some staple item, you are taking chances of losing sales, due to the ordinary, average demand that will keep coming along all the time while your shelves are temporarily empty. If you keep merely enough stock of an item to take care of the average business, you will not be able to get the bene-

fit of the nice, large exceptional purchase that comes along unexpectedly. It does not pay to carry a large overstock of any line, even staples. To have too much money tied up in stock is as bad as to have too little. There is, however, a happy medium, an amount of stock that will take care of the steady trade and of any exceptional demand within reason, while not tying up so much capital that the overhead charges on it, interest, insurance, depreciation, etc., will eat up the extra profits coming from having enough goods for any demand.

The store on a war footing should have a clean, staple stock; abundance of the goods that sell and the least possible amount of excess baggage—lines that sell little or not at all.

There should be enough working capital to enable the manager to buy what he needs to buy when he needs to buy it without having to skimp on the purchase. There should not be more working capital than is ever needed because that causes a loss. There should not be an overstock of cash in the bank any more than an overstock of goods in the store. But far better to have more money than is really needed in handling the business than to be met with a lack of money at a critical moment. Warfare of the business kind as well as of any other kind needs enough available funds to provide for emergencies, and while we do not expect emergencies, they come inevitably and they must be met.

If there are in the store employees who are suspected of a lack of loyalty, they should be replaced at once. They should not be retained, even though there are none to take their places at the time. No business war can be waged successfully with traitors in the camp, and when a man ceases to be actively loyal, he is at least passively traitorous. Those who are not openly for us can usually be counted against us.

The store must be manned by a force unhesitatingly devoted to its interests, willing to do all its duty and willing to go further and make any proper sacrifice in the interests of the business. Soldiers in business or in the army are of little value in a fight if they are willing to do only as much as they are actually and specifically paid for doing. The store that is going to succeed in its battles with competition must have a force that stops at nothing short of the utmost possibility, that is devoted to the success of the cause, of the business.

Peculiar Coincidence.

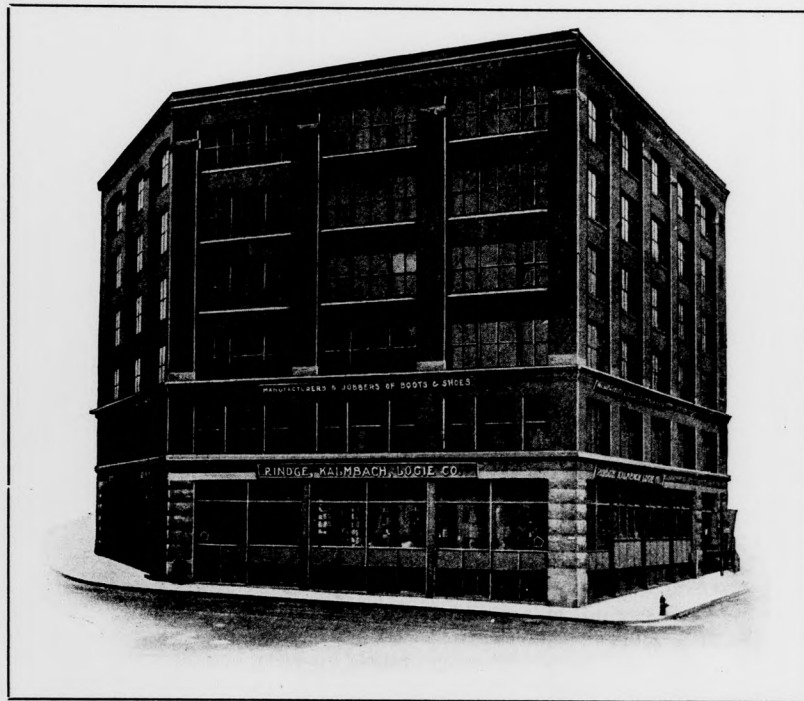
A passenger on a New York-Cleveland sleeper, on awakening in the morning, found under his berth one black shoe and one brown one. He called the porter and directed his attention to the error. The porter scratched his woolly head in utter bewilderment.

"Well," asked the exasperated passenger, "what's the matter?"

"Now, if dat don't beat all!" exclaimed the porter. "Dat's de second time dis mawnin' dat dat mistake's happened."



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Rindge, Kalmbach, Logie Company
Grand Rapids, Michigan



SALESMAN SCORED.

Scooped His Competitor Because of Keen Ears.

Kedzie Afton stepped down on the running board of the street car and taking a heavy sample case in one hand and a small grip in the other, made ready to jump to the ground the instant the nearest point to the Union Station was reached.

When the car had slowed almost to a stop he stepped off, bag and baggage, putting his foot on the edge of a hole in the badly worn paving and then sitting down abruptly in the nearest puddle, taking his impedimenta upon his lap with an abruptness that did not suggest a mother taking her tired child to her bosom.

Funny as this may have been for the fellow passengers of Kedzie, it was not at all funny for him. He scrambled to his feet and made his way as rapidly as possible, with some misgivings as to his appearance from behind, into the Syracuse depot only to see that he was two minutes late for the "Empire" by the depot clock, and to be told by the gate man that he was five minutes late.

Checking his baggage, he went out and soon returned wearing a new pair of trousers and a grouch two sizes too large for his countenance.

He bought a magazine and found he had had the same one before, having bought it on the train minus a cover, the cover being retained by the newsboy to return. He cursed inwardly the custom of a few magazines accepting returned covers and got up and bought a New York morning paper.

While searching through this for a continuance of the news story that had been featured on the front page the day before, he heard a girl's voice saying the other side of the high back seat:

"It's a shame we can't go to-day, but father promised a man he would be in the office at 5 this afternoon; something about buying a lot of oil before flaxseed goes up, if you know what that means."

"I guess I do know. We had to have our house painted a few weeks ago. Flaxseed oil is linseed oil and it is something that they make paint out of and it goes up when your house needs painting and down after you have painted it."

The laugh that followed this remark was such a real laugh, such a contagious, enthusiastic laugh that Kedzie found himself chuckling over his newspaper, for he himself was connected with the paint trade. In fact he was selling oil. His chuckle gave place to a look of craftiness that would have done Sherlock Holmes or William Burns credit if either of them could live up to the look.

Here was a dilemma presenting itself horns first, and far from desiring to escape from the horns of this said dilemma, Kedzie was at once filled with a desire to grasp them both. Perhaps "dilemma" is not just the word here, but that is what he called it and that is good enough.

Kedzie Afton called himself a con-

noisseur in feminine voices. He could detect, so he claimed, in the voice of the hotel dining-room girl the note that stamped her as the unfortunate victim of the financial misfortunes of a dreamer father or the tone that placed her as a member of that dining-room girl class of hoboes which is the feminine counterpart of the tramp printer.

Kedzie could not see over the back of the seat without standing up and looking over. Manifestly this would be rude. If he were to leave his position and walk around by the end of the long seat he might miss just the word that would tell him who she was and give him the key to a car-lot order of oil and perhaps a chance to plan effectually a meeting with the girl whose laugh was all that was needed to place him on her waiting list.

He looked at his watch. There was less than three hours' time in which to find out who was buying oil and get there ahead of the 5 o'clock man. He ran over in his mind the local paint manufacturers he had seen.

None of them had fooled him because none of them had a daughter. He knew their family histories. There could be no other paint man in the city, for his salesmanager never missed anything like that. The two girls talked on, but made no further references to paints and oils. But the girl with the father did make frequent references to Albany. It was evident she had recently moved to Albany from Syracuse and that her friend was just returning to the former city.

Suddenly at the mention of a name, the name of a firm of Albany paint and oil jobbers, Kedzie jumped, jumped so quickly in fact that his hat went over the back of the seat into the lap of one of the girls. Kedzie himself followed it, so far at least as the top of the seat where he received it back from the girl with the voice he liked and a face he liked even better as he thanked her for the hat, and then he precipitately rushed to the checking counter and rescued his sample case. He had remembered of a sudden that this firm of Albany paint and oil dealers had just opened a branch jobbing house in Syracuse.

Taking the first public conveyance he found outside, a dilapidated taxicab with a sputtering cough, he hurried to the office of Boswell & Upmann. "The buyer is waiting for me," he told the boy and was soon in the presence of Henry Upmann himself, for the old tartar was taking personal charge of the new jobbing venture.

Without any attempt to introduce himself since no introduction seemed to be expected, he said, "About that car-lot of oil, I have samples here I would be glad to have you see."

"Get 'em out," said Upmann without stopping the signing of checks for the weekly payroll.

The conversation that followed was of grades of oil and of freight rates and terms. At last an order was made out and Kedzie placed the blank in front of Upmann for signature. After carefully reading the items and terms, it was signed and Upmann bade the salesman "Good day."

As Kedzie climbed into his taxicab another drew up and a man whom he knew as Morgan of the Grinder Oil Company alighted and hurried into the office.

"There's where Smarty Afton's house gets a notice to cancel an order for a car and a half of oil," said Kedzie to himself as his taxicab ambled down toward Salina street. "It will take old man Upmann just about a minute to look up his copy of my order and see that the heading does not read 'Grinder Oil Company.' I might better have used what little good sense I have and told who I was and taken my chances."

About half way to the Union Station the driver of the taxicab got into a pocket and before he could get out he had stalled his engine. Then followed a series of cranking experiments and shiftings of levers and pushings of buttons. In the meantime Kedzie waited. He had missed one train and secured an order that would probably be cancelled if Upmann could make the house see it as he saw. As a matter of fact, however, there was a little clause in the order which stated that the same was a contract which could not be cancelled. Still, Boswell & Upmann in Albany had for years bought from Kedzie's house through another salesman, and if they wanted the order cancelled, the house after knowing how it was obtained, would probably cancel it.

For half an hour Kedzie waited patiently, mainly because his mind was fully occupied in thought and he had nothing else to do. Eventually another taxi arrived and towed in the cripple and Kedzie at last took a later train to Rochester.

As he settled into the one empty chair in the diner, opposite a hat with a feather that dangled across the table and nearly tickled his nose, the hat suddenly tipped back and he was looking at the very same girl he had met that afternoon in the station.

"Why!" exclaimed Kedzie, "I thought you left on an earlier train." Then he blushed as he thought of the apparent rudeness of his speech and the assumption it contained that he had been eavesdropping.

When away from the other girl this girl was not so very aggravating to the eyes. In fact she was perceptibly good looking. She laughed.

"Oh, you're the man who threw his hat into the ring and then ran as soon as he got it back."

"Yes, I'm the man," said Kedzie, his courage returning. "Isn't Miss Upmann traveling with you?"

It was the girl's turn to look surprised and she immediately accepted the opportunity. "Do you know Katherine!" she exclaimed rather than asked.

"Only by sight," replied Kedzie. "I know her father. I am connected with his line of business."

"Then perhaps you know my father, George Morgan of the Grinder Oil Company? He is back in the next Pullman now."

Fortunately, at this juncture the waiter created a diversion by depositing two large chunks of ice on the

table, surrounding them with a film of water in a tumbler, and presenting both the people with menu cards and pencils.

"Why, I—that is, I met your father this afternoon out at the Boswell & Upmann place."

"Isn't that nice?" said the girl. "He will be in here in a few minutes. In fact, I had been saving your place for him, but now he will have to sit across the car. Are you a salesman?"

Kedzie hesitated as he was about to write "25 Bbl Coffee" and changed it to "One pot coffee" and said:

"Why, yes, yes; sometimes I think I'm a salesman and then again I think maybe I'm just a kind of demonstrator for a nerve food. If you don't mind I will change my place. I see a man getting up at the other end of the car and that will leave this seat for your father."

"I couldn't think of letting you do that," said Miss Morgan. "Father may not be in right away. He was not feeling very well when we got on the train and he told me to come and get dinner and he would come a little later. He is telling some friend about some order he didn't get this afternoon and it may take him half an hour to get to feeling right," and the young lady smiled with a reminiscent look that indicated that she had seen her father feeling the same way before.

Thus reassured regarding the temporary absence of Mr. Morgan and assured of his unfriendly attitude when he should finally arrive, Kedzie looked at his watch and at his order and crossing out "Chicken a la Maryland," wrote "One bowl shredded wheat and milk" and handed the order to the waiter, saying, "That's all, George, hustle it, please."

As the girl looked up at the last instructions Kedzie explained, "I want to make room for your father. I'm not hungry to-night. I hardly ever eat anything much at night—on a dinner."

"Miss Upmann and I went to boarding school together," said Miss Morgan. "I've been visiting her and she and her father expected to come on to Rochester with me to-night, but some salesman kept her father and now they are coming to-morrow. The joke of it was we found out at the last minute that the salesman was my father and Mr. Upmann didn't buy any oil after all. That's what dad's telling a friend about now. He's pretty much disgusted. I don't know much about it though."

Kedzie shuddered as he broke up the shredded wheat.

In a few minutes Kedzie was through with his lunch and expressing the hope that he might meet Miss Morgan again, he arose and started out of the car. The narrow entrance way was filled with two big men who came slowly through, the one behind saying in a voice that was easily heard, "Somebody must have got to Upmann. I couldn't get anything out of him and he'd practically promised me an order, too. That was his partner, Boswell, we passed in the last car—came out from Albany this afternoon—going back to Syracuse to-mor-

Ye Olde Fashion Horehound Candy

"Double A" on Every Piece



Is good for young and good for old,
It stops the cough and cures the cold.

Made only by

Putnam Factory, National Candy Co.
Grand Rapids, Michigan

row. I'm going to see him after dinner and I'll get an order from him all right, and don't you think I won't."

Kedzie stepped behind the head waiter to let Morgan and his friend pass by.

"Boswell on the train," thought Kedzie, "and a prospect for oil too. Well, no doubt they needed oil at the Albany house and maybe Kedzie's brother salesman in that territory had missed something good."

"Here, porter, find Mr. Boswell, Mr. J. C. Boswell, of Albany, in this car," and he slipped a coin in the waiting palm.

"Right there, sah; right in that fo'th right hand seat, sah," said the porter as he returned.

"Mr. Boswell, of Boswell & Upmann?" asked Kedzie as he stopped before that gentleman.

"Yes sir," said Mr. Boswell. "Will you sit down?"

"Only a moment, Mr. Boswell. Did you know raw oil goes up 10 cents tomorrow?"

"Ten cents above what it's been selling for this past week!" exclaimed the paint and oil man with unfeigned interest. "No, I hadn't heard that. Who are you? Is that information straight?"

"I am Kedzie Afton, salesman for the Michigan Oil Company. I had a wire from the house just before leaving Syracuse. I can sell you oil tonight at the old price. In the morning you will have to pay 10 cents more from any standard maker. I am shipping a car to your Syracuse house and I would like to ship a car to Albany. You know our oil. You have it in stock. There is none better.

Kedzie was slipping another order bearing the Boswell & Upmann signature into his pocket just as Mr. Morgan and his daughter came into the car. Miss Morgan was ahead and saw Kedzie take leave of his customer.

In the very front seat in the day coach right next to the baggage cars Kedzie found a place where he could stretch out his long legs and feel safe from interruption while he reviewed the day.

The next morning in the Rochester station Mr. Boswell awaited the arrival of his partner. Mr. Morgan's daughter accompanied him and waited anxiously to tell Miss Upmann about certain events. Mr. Morgan himself hovered around in what might be termed the ofing. With the arrival of Mr. Upmann's train there was a general greeting and except for Mr. Morgan's apparent reserve, evident good feeling. Mr. Morgan was leaving on the same train and made haste to be off.

Somebody must have said, "Oil," for Upmann said, "Well, he was right. By George, he's onto his job all right. I wish I could find him this morning. Parker's going to quit the road and we are up against it unless we can get a man to fill his place."

"There he goes now!" exclaimed Miss Morgan as Kedzie raced across the waiting room to get the train just about to pull out.

Kedzie did not see the group but

he heard someone call, "Afton!" He turned and saw his worst fears realized. He hesitated. A minute probably meant his train lost and his orders cancelled. Boswell called again. "Come over here. Let that train go."

He was introduced to the young ladies and, with apologies, the gentlemen led him to a seat and suggested the desirability of his improving his opportunities by taking the place of the retiring Parker.

"We have just bought a lot of oil that we must sell before the price begins to slump," said Mr. Upmann. "I think you are the man we need to help sell it. Our house is not as big as the Michigan Oil Company, but there are compensation. We pay as big salaries to our best salesmen and we give you a chance to get into the firm some day. Don't decide this now. Think it over a day or so and let us know."

Kedzie glanced from one partner to the other and then looked over the back seat at the young ladies. Miss Morgan's friend looked up at that moment and smiled.

"I'll come," said Kedzie. "It doesn't take me a week to get an honest proposition through my head."

Frank Farrington.

Maintaining Cordial Relations With the Customer.

Written for the Tradesman.

Good will is more than asset—it is an advertising medium, and of all advertising mediums the least expensive and the most productive.

And you can't have good will without cordiality.

Therefore it is highly important that the store establish and maintain cordial relations with its patrons and with those whom it seeks to convert into regular customers.

Cordiality is not a material, objective something, but a purely psychic and subjective quality. It is what we may call the "atmosphere" or "the spirit" of a store. And when it comes to such things there is, as everybody knows, a big difference between one store and another.

Let us get it out of mind that immaterial, intangible and invisible things are unimportant. They are tremendous and vital in the affairs of this life. They are just as real as the most substantial of the objective realities we can know. When it comes to stability these unseen and intangible things of the inner life (psychic forces) are vastly more enduring and consequent than objective and visible things. Profound and true is the statement: "The things which are seen are temporal; but the things which are not seen are eternal."

The spirit of a store, like the spirit of a person, is not an outward form. But it exists nevertheless—and makes itself felt. It creates its own atmosphere and impresses all those who come within the sphere of its influence. And it is a big factor in all present-day merchandising enterprises that are going forward.

From the Customer's Side.

Cordiality is a social virtue; there is the party of the first, and the party of the second part. On the one

hand the store with its merchandise; on the other hand the customer with his requirements. When correct relations between the two are established and maintained, there is perfect accord—i. e. cordiality or good will.

But in order that he may give his customers the kind of service to which they are entitled—a service that will permanently win them to the store—the merchant must cultivate the habit of looking at all sorts of propositions from the customer's side of the question.

"What is your feeling toward your customers?" enquired an instructor in salesmanship, of a group of new clerks that were taken on by a certain metropolitan specialty shop to serve during a big clearance sale. It was a good question to start them to thinking.

Many of them frankly confessed that they didn't know what their feeling towards their customers was. They had never thought of it before. Some of them had extremely hazy and absurd ideas about the matter.

From the treatment I have personally received in certain establishments that I could name and locate, I am inclined to think that the salespeople of those places were taught to look upon every customer as an easy-mark. In other places I have somehow acquired the impression that my presence was something of an imposition. And I presume my experience has not been exceptional in these respects.

A dealer's feeling towards his customer communicates itself in an occult manner; but it communicates itself. The customer feels it. A salesman's feeling towards his customer is an important matter; for it consciously or unconsciously determines his attitude, colors his words, gives significance to his movements and gestures, and determines the trend of his salesmanship.

Had you ever stopped to analyze your own feeling toward your customer? Have you ever put the question to your salespeople? Think it over.

Your feeling toward your customer will evidently rise no higher than your conception of store service. Therefore another question: namely, "What does the store want to do for the customer?"

The store assuredly should aim to realize all that is comprehended in the term efficient service. If it isn't in business to serve the public, why is it in business at all? And the answer to the riddle is, It won't continue to remain in business very long.

So, in our effort to arrive at the answer to the question, "What is your feeling toward your customer?" it is important that we ask: "What is our customer's feeling toward us, or our store?" The customer has her rights and expectations and fixed conceptions of what a store ought to be and do; of the kind of treatment she is entitled to; of the kind of service she has a perfect right to expect and demand.

How do all these things look from the customer's side of the fence?

It will be well for the storekeeper to project himself over on the customer's side of the proposition and have a good, honest look at himself and his selling institution from this standpoint.

Local ideals in such matters, and the kinds of merchandise sold, will have to be considered, of course; for customers expect (and have a perfect right to expect) things in one community that would be unreasonable in another.

But, in a general way, it may be said that all customers have a right to expect prompt attention, sympathetic and intelligent salesmanship, and courteous treatment, whether they buy or not. They feel themselves to be guests of the store, and they appreciate being treated as such. They belong to the class whom the store is supposed to serve.

Cordiality Makes a Big Hit.

The dealer or the clerk who is really glad to welcome the customer and do the honors of the store, quickly and surely gets into the customer's good graces.

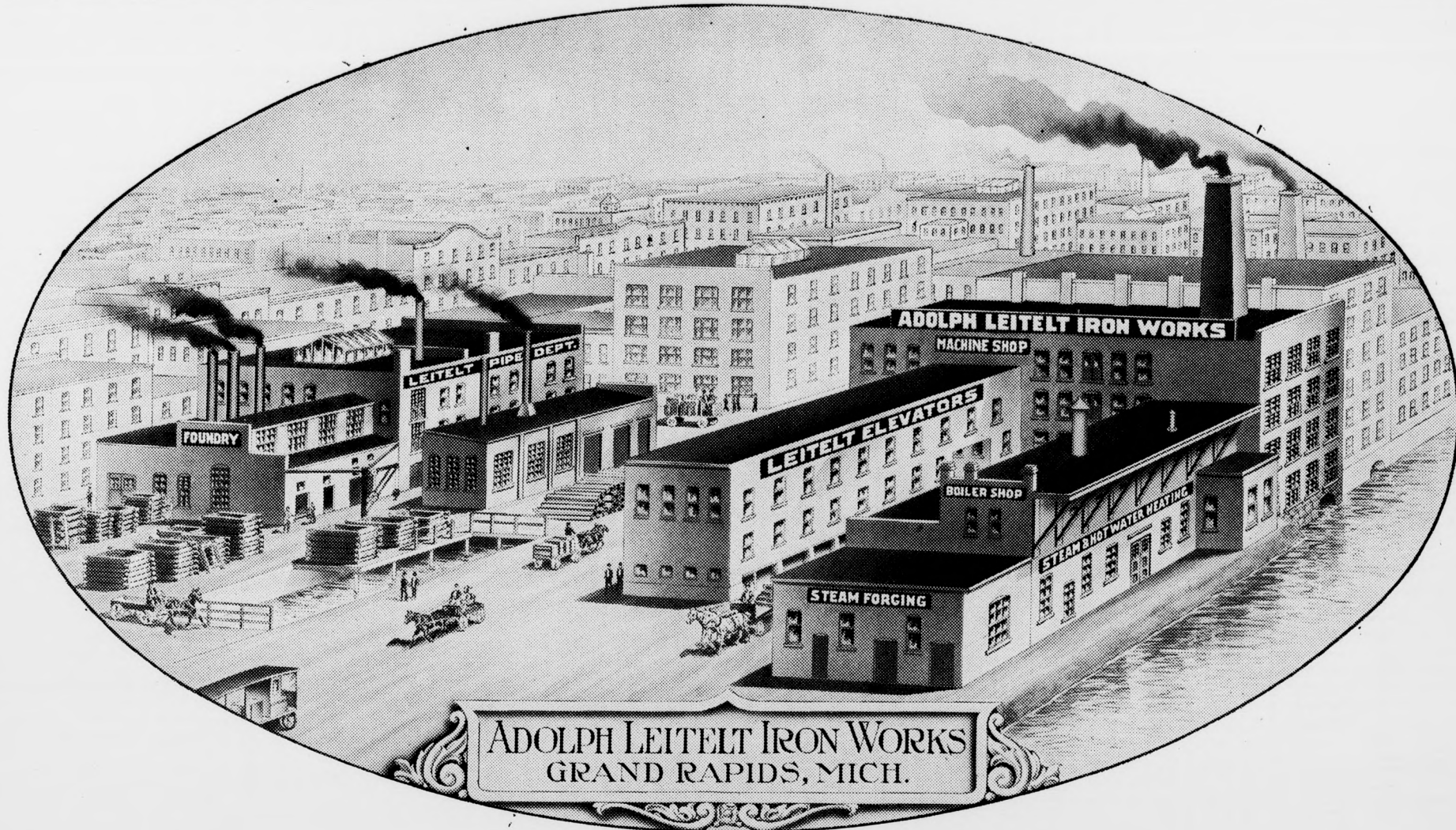
If the people who wait on us have the right sort of feeling towards us, we know it. We don't care to be treated effusively or in a gushing manner; neither do we want to be received coldly and stiffly. And we don't want to be treated in a patronizing manner. We are purely human, of average intelligence, and our time is fairly valuable. We have come in to have a look at something or other that we really need, or in which we have a degree of interest because we have read about it in the newspaper announcement or observed it in the window. We are mindful of the fact that our mere presence in the store places us under no moral obligation to buy, if we are not so inclined. To all intents and purposes, then, we put the whole proposition up to the storekeeper or his salesmen; and the manner of the salesmanship is as determining a factor as the matter of it. The selling arguments may be good in themselves, but bad in the way they are presented. We may detect a false note somewhere, or jarring, discordant something in the mind of the person across the counter, that promptly decides us we don't want the commodity in question; in fact don't want anything at all—from that store at that moment.

More and more, as I look into the matter, I am inclined to think that the big leaks in business are due in the main to breaks in the upkeep of cordial relations with customers. And while I am a profound believer in advertising as an indispensable stimulant, I sometimes wonder if many dealers aren't so much absorbed in advertising in the usual mediums of publicity, they forget to utilize to the full the greatest medium of all—good will.

Frank Fenwick.

A Racer.

"How fast is your car, Jimson, asked Harkaway. "Well," said Jimson, "it keeps about six months ahead of my income generally."



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CATALOGUE COMPETITION.

How One Merchant Met and Overcame It.

Dealers in all lines are affected to some extent by mail order competition. How to win over customers who have the catalogue habit is often a perplexing problem. The methods outlined in this article are those which I have found successful in a small village where the majority of the trade comes from the farmers.

Two fundamental things to be taken into consideration by the man who is going to fight the retail mail-order houses are:

First: Recognize the catalogue houses as being legitimate competitors.

Second: Know, by actual study, their catalogues better than any of your customers know them.

A third which might well be added is this: Do not let the size and the financial standing of the house you are going up against awe you into a state of mind where you cannot fight. My fight against these houses has been made through the medium of a store paper, a medium which is within the reach of any dealer who reads this article.

Now as to the matter of recognizing the catalogue house as a legitimate competitor. Too many merchants, when any such house is mentioned in their presence, especially by one of their own customers, immediately wax eloquent in denunciation of it. To my mind this is wrong. My arguments to my trade contain nothing of local obligations, tax payments, or the other worn and stereotyped arguments. The people of my community owe me not one penny of business on any basis of charity any more than I owe it to them to lock my store during haying or harvest and work for them on their farms without remuneration. There is as much obligation for the one as the other.

My appeal to my trade is this: You owe it to yourself to get for every dollar which you spend, the maximum return. If your dollar has more purchasing power with any mail-order house than in my store, you are foolish to spend it with me. In purchasing my merchandise, I aim to buy where I can buy the cheapest, quality considered. What is my privilege is most assuredly your own.

This is my real honest conviction on the matter. It is not in any way a pose for the purpose of corraling a little trade. This sort of talk both through the medium of my store paper and verbal conversations, appeals to the average consumer. Whether he buys from me or not, he at least respects my stand.

Now as to my second point relative to knowledge of the mail-order man's printed messages. I have copies of all general catalogues and special bulletins issued by the leading mail order houses. I spend hours going through these with a fine-tooth comb, so to speak. I realize that I must be better posted than are the people whose trade I am soliciting.

As a result of this study I find several things: First: That practically every piece of literature thus put out contains statements which, so far as they pertain to my individual business, are not exactly in line with the facts in the case. These discrepancies I bring to the attention of my trade through the medium of my store paper which they receive every month.

Second: That it is the custom of these people to take merchandise of which the average consumer knows the value, and set a price thereon in many instances as low or lower than the jobbers ask us. Then, to offset this they will ask a big price for merchandise of which the actual value is not so widely known.

Acting on the impression that what is good for one is good for another, I follow suit. I actually undersell them on some goods, for example, Shredded Wheat, Cream of Wheat, Grape-Nuts and other things. Thus I cause my trade to think, perhaps all unconsciously that there is not so much truth in the mail order man's contentions. Of course, in emulating them thus far, I carry the matter to its logical conclusion and get my profits on the very class of merchandise where they get theirs.

I meet all their sugar baits and special offers. If a man comes in with an order blank of theirs for me to fill, I do not hesitate to fill it, with a smile on my face, regardless of whether I make or lose by the transaction.

For example: a few days ago, a stranger came into my store. As I met him just inside the door, I asked him if I could do something for him. He replied that that depended upon whether or not I was ready to make good on my offer and fill an order which he had made up from a mail order catalogue. Without waiting to see his order I immediately told him I would be glad to duplicate their prices. He produced his order, I filled it, took my pay, and he went out. After his departure, I figured up my profits on the deal. He had chanced to pick out nothing but leaders. My actual profit on the sale, which involved several dollars, was a paltry five cent piece. A poor deal from my viewpoint, do I hear you say? Wait! As a result of filling that order, I sold the same man within a two weeks' period, several large bills of goods, with no reference to any mail order catalogue, merchandise, as it happened, which carried a good margin of profit.

Without my original offer to meet or beat any mail order offers in my lines, the man would never have brought his order to my store. Bringing it, and having it filled exactly in accordance with my offer, he came again and again. The heaven had worked. He no longer believed implicitly the statement of the mail order man that his local dealers were bleeding him. By that one transaction I gained his confidence.

Now as to the third point: Many retailers are frightened by the size of the mail order houses. Without any

investigation or study, they throw up their hands and declare themselves whipped.

True enough, these houses have lots of money behind them, but their selling expenses are many times yours and mine; there are overhead charges which we do not have. True they buy some goods cheaper than we can buy them. But, equally true, the increase of their selling expenses over ours, eats up this saving.

Do not let the fact that they are million dollar corporations scare you into submission. You have every advantage, you know your trade and they know you; you can deliver the goods when your customers want them, not in from a week to a month; and last and most important, you can meet or beat any retail mail order offers, saving your customers money in the aggregate of their purchases, and at the same time make a nice margin of profit for yourself.

I took over my present business thirteen months ago. Prior to that time my father had conducted the same store. He had a good healthy trade and his last year in business was one of his best in point of sales. My first year, closing December 31 last, showed an increase over the preceding year, of nearly 30 per cent. in volume of sales. With the countryside from which we draw our trade practically unchanged, the increase was this amount.

Where did it come from? Almost every dollar of it was business taken away from the mail-order houses.

H. S. McIntyre.

Price Maintenance Upheld by United States Court.

The all important question of "The Resale Price" (Price Maintenance) is now looming up all over the land, and we are pleased to note that a decision of the utmost importance in the great fight between the manufacturers of the United States on the one hand and the cut-rate retailers on the other has been handed down by Judge Hough of the United States District Court. He has denied an injunction sought under the Clayton law, to compel a manufacturer of a trademarked article to furnish its goods to be sold at other prices than those fixed by the maker and seller.

The plaintiff was proprietor of a chain of grocery stores that had been supplied with the article (Cream of Wheat) at wholesale rates, and they had undersold the retail trade. Accordingly the makers took measures to prevent the plaintiff from obtaining the goods to be sold at other than the fixed prices. This was represent-

ed to the court by the plaintiff as the exercise of a monopoly, unfair competition and the practice of a boycott.

The decision is interesting beyond the immediate application of the case, for it declares that there is no distinction between fair and unfair competition under the Sherman and Clayton acts. Under both restraint of trade to be actionable must be unreasonable, comments the New York Times. The sort of competition practiced by the plaintiff is not the sort of competition which the law favors in the public interest. The only competition restrained by the practices of the defendant is the competition between sellers of the same article at different prices, and the only trade restrained is the commercial warfare of the large seller against the small seller, or "that of a merchant who for advertising purposes may sell an article at a loss in order to get customers to his shop, and then persuade them to buy other things at a compensating profit." Price regulation is not an unreasonable restraint of trade, but cutting prices in the manner of the plaintiff would take from every retailer in the field of cut-price competition the incentive to buy this article, "and collectively such retailers are more important to the public and the defendant than is the plaintiff," said Judge Hough.

Under the Clayton law, a seller may select his customers provided such selection is not unreasonable in its effect upon the trade, and the Judge therefore could not understand how it could be unreasonable to refuse to trade with a would-be customer who expresses an intention of injuring the seller. Neither the United States nor any individual can compel any one to part with property against his desire, because that would deprive such person of his property for a private purpose and force him unwillingly to contract for the sale of his property on terms not according to his will.

It will be remembered that there have been in the past, various other decisions to contrary effect regarding the legality of cut prices, notably Bauer's Sanatogen, Dick's Mimeograph and the Victor Talking Machine cases, but they have, in the main, hinged upon questions of patent, copyright, or other considerations. The present case was decided upon broader considerations and the gist of the decision is the right to fix prices, choose customers, or if desirable abstain from business.

Love is blind, so what's the use of wasting gas on it?

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Grand Rapids Stationery Company
THE CALENDAR HOUSE

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::

Grand Rapids, Michigan

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A WORLD-WIDE EXPOSITION of General Merchandise that has been gathered from all over both hemispheres despite the world-wide war—this is what you can see on display NOW in our sample rooms.

Never was there a greater buying triumph than this. To be able to assemble merchandise from all quarters of the globe in this year of strife, of blockades, of undersea terrors, is an achievement in which we know you will grant us the right to feel at least a little pardonable pride.

Fall goods are here, Winter goods are here, CHRISTMAS GOODS are here. The showing in every line is all-comprehensive. The goods are conveniently placed for your inspection, thus making buying EASY. The prices are indicated in plain net figures, thus making buying SAFE. The values are the great ones made possible by five houses buying and the ability to control the outputs of entire factories and markets, thus making buying PROFITABLE.

When will YOU come?

BUTLER BROTHERS

Exclusive Wholesalers of General Merchandise

NEW YORK

CHICAGO

ST. LOUIS

MINNEAPOLIS

DALLAS

THREE COMPONENT PARTS.

Relative Value of Character, Capacity and Capital.

Many of you perhaps have read that weird and mournful story, entitled "A Man Without a Country," which depicts the wandering and changeable life of a man who was banished from the United States never again to set foot upon these shores. This story made a deep impression upon my mind; and if you have read it, I am sure it could not have failed to inspire you with a strong feeling of affection for our beloved country, with all it means to every true American. Since I perused this story I have often wondered if I would not write one having for its title, "A Man Without Credit." I have pictured in my mind what such a man would be—a man who would neither give nor receive credit from any one. Did you ever stop to think what such a condition of affairs would mean in your life? You could hardly exist. Take a simple illustration: Your breakfast must be prepared on credit. The cook trusts or credits you for her services for the time she devotes to making ready the morning meal. You could, of course, after a fashion, cook your own breakfast; but imagine the spirit in which you would begin the day's labors under such circumstances. An employe extends credit to his employer, trusting that he will pay him his wages or salary at the end of the day, week, or month, and if he does not give credit to the extent of the volume of his services, he would have no earning or producing power. You might, however, say, "I may have property left me in the shape of stocks and bonds and money in the savings bank and therefore do not seek credit." Very true, but in such a case you virtually loan the corporation issuing the stocks or bonds, or the bank, your money when the stocks and bonds are purchased or the money deposited and you are consequently giving them credit to that extent until such time as the principal and interest are paid.

But you say, "I can get an education without credit" at the public school. You must, however, give credit to your teacher when you entrust your mind to his care, and you expect him to impart to you knowledge he has acquired. I might go on in this way indefinitely, and by careful analysis demonstrate to your satisfaction that your life and mine depended on credit from the very beginning. To find a man utterly without credit, would be to find one whose very existence is imperiled. This being the case, it must follow, that to live in the truest sense of the word and to accomplish all that God has given you to do in your place at the end of this nineteenth century, you must do all that lies within your power to establish your credit upon the highest plane, so that it may be of the very best. Nothing short of the highest grade credit should satisfy you and me, for if others enjoy a better standing than we do, we should realize that we have not reached the attainment of our desires for which we daily strive.

Notice that credit is not money. I am not asking you to acquire all the money you can. There is a wide difference between money and credit. A thief who has stolen a million dollars may have money, but he certainly has no credit. A great deal is said now-a-days about capital and labor. Some have more money; others less. Credit we can all have in greater or lesser measure. What is credit? The term "credit" was derived from the Latin word "credo," I believe, and its opposite word "debt" from "debeo"—I owe. There can be no debt without credit and no credit without debt. The word implies the belief of one of the parties to a transaction in the promise made by the other and an obligation acknowledged by one party as due the other. The new Century Dictionary defines "credit" as a trust, confidence reposed in the ability and intention of the purchaser (of merchandise, or borrower of money) to make payment at some future time, either specified or indefinite. For the most part we buy and sell merchandise, agricultural products, stocks and bonds, real estate and everything that can be bought or sold, not for money paid down, but with promises to pay money, to be fulfilled at some future date. The humblest citizen as well as the greatest manufacturer, feels the power and recognizes the influence of credit. The finality of all credit rests with the individual.

The three component parts of credit are character, capacity and capital; these three, but the greatest of these is character. Character counts continually for credit, and I intend to speak to you for a moment upon the question of character in its relation to credit.

George Washington, in his first inaugural address, said: "The foundation of our National policy will be laid in the pure and inimitable principles of private morality," and in reply to this address of Washington by the Senate of the United States, these words were used: "We feel, sir, the force and acknowledge the justice of the observation, that the foundation of our National policy should be laid in private morality. If individuals be not influenced by moral principles, it is vain to look for public virtue."

A well known writer says, "What we are, sooner or later shows in what we seem." Our character unconsciously, but inevitably, expresses itself in our actions, our speech, our manner, our looks, and finally it is seen by our fellows as they observe us.

What is character? It is an individual matter. You can not have another's character. You may try to imitate, perhaps the character of some great man; but to the man himself who is his master, his character standeth or falleth. Character is that something within you which receives and impresses upon your mind and writes in indelible letters on your heart your thoughts, words and deeds. Character is the fine tone of your heart strings or else it is the dull thud of life which seems to chill you through and through. Character is that something which points you onward and upward in life's work, or

else drags you down to lower and lower depths as it becomes foul with the heavier material of life's dregs. Some one has well said that "character is not something that is added to your life, but it is life itself."

Character building is not the work of a moment or a day. You cannot jump into character as you would a suit of clothes, unless it be an assumed character. The man with an assumed character is a hypocrite, whom we all despise. Character building is a slow process. It must be worked at continually, and we are building even when we are not conscious of it. We are adding to it each day by little things—little deeds of kindness, loftier ideas, and thoughts of our better moments; as some one has truly said character building may also consist of little wilful misrepresentations, impure thoughts, mean motives, hours of stolen pleasure, and doing things that your own conscience disapproves. The right kind of character is created by hammering one upon another the sheets of gold leaf of opportunity.

James G. Cannon.

Subsidizing Jobbing Salesmen is "Bribery."

"The policy of subsidizing salesmen is wrong in principles," says the National Wholesale Grocers' Bulletin of this month. "It is a form of bribery that tends to demoralize the sales force and destroys that confidence between manufacturers and distributors which is the foundation for fair trading.

"It violates one of the 'objects' of this association and opens the way to flagrant abuses. It should be discouraged, and can be eliminated entirely by the wholesale grocers themselves.

"Don't furnish the names of your salesmen to any manufacturer. Instruct your office force accordingly. The evil of the subsidizing practice may not appear as harmful as it really is, yet how few principals in the wholesale grocery business know that the names of their salesmen have been furnished to manufacturers by department men, who may be interested with the salesmen in a division of the subsidy or bribe.

"How seldom, if ever, is a subsidy offered on a free seller in which your capital is invested and for which a demand is created? Subsidies are usually offered on a new article or one on which the manufacturer wants to make a 'drive,' as it were, and in subsidizing your salesmen improper methods are employed and illegitimate practices introduced. No manufacturer should be privileged to bribe your salesmen and thereby undermine your selling organization, and no manufacturer will do so without your consent.

"If the subsidizing practice is to be ended the individual jobber must be alive to the evil and correct it before some manufacturers have more control over his sales force than the employer has who pays the salaries and supplies the capital invested."

Consider the balded headed man; he combs not, neither does he brush.

Brighten the Corners.

There is a man in Kansas City—there may be hundreds of them, but this one we know—who hates to hear the whistle blow at 5 o'clock. It means that he must go home to a scolding, nagging wife, and he is a cheerful, happy man in the office, and tries to be the same at home.

In the same office is a man who hates the routine of his work even to loathing. He is as a prisoner chained to his desk, always growling at his lot in life. His corner is not bright and the other men keep away from it. He married a bright, cheery girl. She tried her best to be happy and to make him happy, but it was no use, and gradually she has become as gloomy as he.

So many lives are ruined by a gloomy, scowling, sour, disgruntled, grouchy attitude toward life. And every one of them could be changed and uplifted and glorified with a smile. Probably the majority of conversions from a state of sin and unhappiness to one of the right living and good cheer is simply a shifting of the mental viewpoint of things. Billy Sunday knew what he was at when he set a city to singing "Brighten the Corner Where You Are." It started them by tens of thousands down the sawdust trail.—Kansas City Star.

The Deadly Tree.

Once a man went raging into the office of an electric light company and declared that one of the company's wires had killed a pet tree on his premises.

"That tree," said he, "has been standing there for twenty years, and we regarded it as one of the family. My children played under it when they were babies and it is associated with some of the pleasantest memories of my life. When it began to die we all mourned and we could not imagine what ailed it until yesterday, when I noticed that a wire was lying right across a branch. My tree had been killed and I feel as if murder had been done in my house."

Considerably moved, the agent of the company went to view the scene of the tragedy. When he came to trace the wire, he discovered one end nailed to the roof of an old barn and the other twisted around a discarded pole. It had been cut off for at least two years and forgotten.

The agent made the following report:

"Tree alive, wire dead. Wire evidently killed by tree. Bill inclosed."

Good Enough Reasons.

The teacher was giving a lesson on the circulation of the blood. Trying to make the matter clearer, he said: "Now boys, if I stood on my head, the blood, as you know, would run into it, and I should turn red in the face."

"Yes, sir," said the boys.

"Then why is it that while I am standing upright in the ordinary position the blood doesn't run into my feet?"

A little fellow shouted, "Cause yer feet ain't empty."



The Home of the
Hazeltine & Perkins Drug Co.

Corner Oakes Street and Commerce Avenue
Three Hundred Feet from Main Entrance to Union Depot

THE latch string is always on the outside of our door. Just pull it and come in without knocking and have a good time.

Our specialty men are now at home for the fall season and incidentally we invite you to inspect our most complete and extended line of druggists' sundries and holiday goods for the season of 1915. Our merchandise in this line is coming in freely and we are particularly anxious to have you make us a visit at the earliest possible date so that we can give you the best selection and prompt service as to the time of shipment. We make a liberal allowance upon the expense of visiting buyers. Our goods are all marked in plain figures, and we sincerely repeat our invitation to you that you come and make us the usual visit as in the past.

Hazeltine & Perkins Drug Co.
Grand Rapids, Mich.

RETAILING MEATS.

How the Business Can Be Done at a Profit.

When we realize, according to reliable statistics or trade reviews of Dun's or Bradstreet's, the enormous large number of failures in our business, we ask what is the underlying cause? It is the lack of education in this business. The last five years 98 2/3 per cent. of the retail butchers have not shown a profit above a lawful interest on the capital, only 1 1/2 per cent. showing a decent profit. Are we one of the happy 1 1/2 per cent., or are we one of the 98 2/3 per cent. who are just barely living? It is sad truth to know these figures, but we had better be sure than ashamed.

Good handling and refrigeration, beginning at the source of production, refrigeration during transportation, and finally, refrigeration at the market, mean not only the saving of vast quantities of perishable products, but an improvement in quality of all grades. After slaughtering beef should be hung until well ripened, three weeks or longer. The muscle fibers of beef when first slaughtered contract, and only relax after a few days in storage. There is also a chemical change in the muscle fibers which develops flavor and tends to make the meat more easily digested. Good beef will be fine grained, firm and a bright red after being exposed to the air a few moments.

If the meat is well ripened it will have a moist, juicy appearance. The fat is clear and a light straw color. The quality of beef, as well as of all meats, depends largely on the age and feeding of the animal before slaughtering. The "stall fed" beef which used to be so popular was not allowed to roam. Today it is realized that some exercise improves beef, so cattlemen allow a little exercise and generous feeding with grain to produce their prime product.

Most butchers follow what is called the New York method of cutting. This is the method I was taught and am the most familiar with, so will try to describe the process. The beef creature is divided in two, down the backbone. These halves are divided next into a hind and fore quarter. The loin, rump, round, leg and flank are included in the hind quarter and the ribs, shoulder, crossribs, brisket and plate are included in the fore quarter. Each side of beef is divided one rib on hind quarter loin cut full; seven ribs cut ten inches from chine bone; shank cut close to body joint.

There are very few cattle the hind and front quarters of which weigh the same. Often there is a difference of from six to twenty-five pounds. The first cut in the fore quarter which deserves mention is the neck. Neck meat is tough, but very juicy. It is desirable for hamburger steak and for casserole dishes where long cooking can be depended on to make it tender. This good lean beef, when we can not sell it in boneless stews and boils, will bring a good price in hamburger steak, chili meat and mixed sausage or bologna. We should think of our sausage mill before we sell a piece of good meat at a bargain.

The chuck ribs, or first five, include the shoulder blade. This means a gen-

erous weight of bone and cartilage. In heavy beef, chuck ribs may be used for pot roasts with economy, but usually the proportion of bone is large and makes a seeming economy more costly. Usually a cut without bone at a somewhat higher price will be found more truly economical. Many butchers cut a cross rib or shoulder roast. This is solid muscle covering the first five ribs just below the shoulder blade, nearer the belly of the animal. This is one of the cheapest of roasts and if cut from good beef will be satisfactory. If properly boned and rolled, they may even be used as roasts. Following the chuck ribs come the roast cuts. The ribs next the chuck will have a thin piece of cartilage, the end of the breast bone, but there will be no bone proper, and the value of the cut is not lessened. The seven prime ribs represent probably the very best cuts for roasts. All roasts are im-



John I. Bellaire.

proved for having a certain amount of bone; the flavor is far better. But because of the proportion of bone the cost is higher than for certain other cuts. The loin cuts adjoin the prime ribs. Steaks and roasts, probably the very choicest, especially of the former, are the cuts found in the loin region.

Sirloin steak is composed of two muscles, the tenderloin and the loin proper. These muscles are on different sides of the backbone process. The tenderloin muscles taper from the rib to the hip, and porterhouse is the name given the steak which has the maximum quantity of tenderloin. Delmonico is another name given to the sirloin which has little or no tenderloin muscle. Occasionally a slice of rib steak is sold for this short or Delmonico steak.

Hip, or thick sirloin, includes the muscles just over the hip bone, between the loin and round sections. When cut by the "New York method" into round-bone, flat-bone, and hip-bone steaks, there are both tough and tender portions in each steak. This is due to the fact that the hip region is made up of many muscles whose fibers go in different directions and only the muscles cut cross fiber will be tender. The second slice of the round is very tender and juicy. It makes a very good steak, or cut thicker may be used for a roast. The aitch-bone, a triangular cut, which takes in the greater part of the hip bone, is often used for a roast. Round steak, both upper and lower round, is juicy,

but somewhat tougher, growing more so as it reaches the skin.

Meats for corning may be any one of the number of cuts. The "rattle rand" or plate piece takes its name from the fact that it contains the lower thin ends of the ribs and the rattle of the bones when the meat is shaken back and forth caused the name. If corned beef is to be used cold this makes a good cut, as it can be boned after cooking and pressed under weights. With this treatment it cuts as smoothly as a piece of cheese, each slice consisting of alternate layers of fat and lean. The navel piece, another cut taking in the bottom of the forequarter ribs, is good for corning. There is less bone in this than in the plate piece. Perhaps the first choice for corned meat is the brisket, a long narrow cut taking in the ends of the last six or check ribs and the breast bone.

The brisket has a thick and a thin end. The thick end is the muscle just in front of the shoulder and is nearly all clean meat; the thin end represents the "streak of fat and streak of lean" which many people prefer in corned meat. And there is reason, for the presence of fat prevents all the juices from being extracted by the process of salting. One of the hardest problems we have to solve is to establish the difference in value of the hind and front quarters; therefore, supply and demand must largely govern us in this. When we are forced to reduce the prices on one cut, we must advance on another to make up the difference.

I have laid particular stress on beef, for in more than half the butchers' shops beef comprises the greater part of their business, and it is easy to sell at a good profit if we are masters of our business; on the other hand, it is the easiest of all to lose money on if we do not thoroughly understand our business. To be a successful butcher, we must be a good salesman as well as a mechanic. Both of the traits are very essential to success. We never get too old to learn, and if we will carefully survey our surroundings and make note of the facts that happen every day in our business, we can find many things to improve our knowledge. I believe we should read every authority and his ideas on our business and get all the knowledge we can, and with knowledge get understanding.

How many we see who have been in the meat business for years who have never stopped to figure the differentials on a carcass of beef, veal, pork or mutton, and to save their lives, lots of them—yes, more than half of them—sell at this or that price just because the "other fellow" does, and do not figure the actual cost to sell, and then wonder at the end of the year, and sometimes in the evening of life, why they do not make money.

In retailing beef it should be divided as follows: Rounds, loins, rump, flank and cod, suet and kidney, shanks, ribs, plates, chuck, neck, trimming and waste. Taking a side beef weighing 250 pounds as an average weight, it should be divided as follows:

	Per Cent.	Lbs.
Round	13 1/2	or 33
Loin	15 3/4	or 39
Rump roast	6	or 7
Back round	2 1/2	or 7

Flank and cod	4	or 10
Suet	2	or 5
Shank	7 1/2	or 18
Ribs	11 3/4	or 29
Chuck	22 3/4	or 56
Neck	2	or 5
Trim and waste	2	or 5
Plate	11 1/2	or 28

The proportionate cost, per pound, for the different cuts at the wholesale price of cow beef to-day will be as follows: Side costing 11 1/2c per pound—

	Cost per Lb.
Round	14 1/2c
Loin	18 1/2c
Rump roast	12 1/2c
Back round	10 1/2c
Flank and cod	5c
Suet	5c
Shank	3c
Ribs	16 1/2c
Plate	7c
Chuck	10 1/2c
Neck	6c
Trim and waste	Loss

This proportionate division will apply to any weight carcass. The meat dealers' cost chart, generously distributed by the Dayton Money-weight Scale Company, gives a scientific division of a side of beef, pork, veal and mutton, and the proportionate cost of the different cuts, and used with their profit percentage chart in connection with a computing scale, forms a system that reduces the meat business to a science and is bound to bring success. By actual tests with the cost and selling chart I find to get the desired results we must get the following prices.

	Cost	Accord- ing to chart.	Our selling price.
Round	14 1/2	19 1/2	22
Loin	18 1/2	24 1/2	24-26
Rump Roast	12 1/2	16 1/2	18
Back Round	10 1/2	14	18
Flank and Cod ..	5	6 1/2	6
Suet	5	6 1/2	6
Shank	3	4 1/4	5
Ribs	16 1/2	21 1/2	18
Plate	7	9 1/4	12
Chuck	10 1/2	14	16-18
Neck	6	8	12

Waste and trim about five pounds to each side of beef loss.

If we have a ready market for fresh loins, split the hog through the middle of the backbone with the saw. Cut off the hams about two inches forward of the pelvic bone, slicing nearly at right angles to the foot. If we cut square across the carcass the ham will be pointed. If you cut at exactly right angles to the foot the ham will be square, but you will have to trim the bacon a little more. Compromise between the two extremes. Cut off the shoulder about on a line between the third and fourth ribs. To separate the loin from the belly saw through the ribs just below the edge of the loin muscle and then cut clear through with the knife. Trim off the back fat from the loin, being careful to remove none of the lean. Turn the fat side of the loin up and trim off the excess of fat. The loin is now ready to be disposed of for pork chops or loin roasts. If you do not dispose of the loins fresh but plan to use the lean muscle for sausage, do not saw through the middle of the backbone. Trim out the backbone close



A Suggestion to Salesmen

CALL your customers and prospects by telephone, especially if the list is long and involves out of town trips. This enables you to work along definite lines. Many orders can be closed by telephone, but when this is not possible, the telephone call paves the way for a personal visit. Use Bell Local and Long Distance Service.



Michigan State Telephone Company



Watch the Turnover

THERE is nothing in your store which moves faster than sugar.

It flows in and out each week with the regularity of day and night. Your problem is to secure a moderate profit on each sale of sugar, so that multiplied by thousands of sales, your final profit will overtop the slow, large profit sellers.

The solution is in Crystal Domino Sugar Products—a right one for every purpose, always in sealed cartons, with weight and purity guaranteed. They save the multitude of small losses constantly present in over-weights, leakage, bags, twine and the open barrel.

The solution is in Crystal Domino Sugar

The 10c. retail price of this carton makes these half-size tablets for tea and coffee a convenient purchase for everyone—everywhere.



American Sugar Refining Company

or full, as desired. After the bone is removed cut the carcass in two and cut off the ham as before. Remove the neck bone as a part of the spare rib before cutting off the shoulder.

In removing the spare rib cut from the back side toward the belly and hold the knife flat so as to avoid gouging the piece of bacon. The gristle ends of the ribs should be left in the side. The lean loin muscle can now be removed and the side trimmed up for bacon. The size of the hog and quality of the bacon to be made will govern the trim. Unless there is a use for very fat bacon the sides of heavy hogs should be trimmed very close. All the trimmings will be rendered into lard. Trim the flank of the ham to a point and allow the fat to project beyond, as this will give better shape to the cured ham. Remove all pelvic fat; it will soonest get rancid. Trim off the inside ham fat to expose considerable of the lean, so it will take the pickle well. Trim up the back edge of the ham to make a well rounded piece. The fresh fat makes good lard and an excess is not wanted in the cured ham. With very large hogs it will pay to skin the hams well down to the back.

Cut off the foot a little below the joint. The ham will have a better appearance than if you cut higher up, but you will have more waste. With a large demand for sausage the shoulder lean may all be used in that way and the fat for lard. If a long-cut shoulder is wanted, to give a greater amount of cured meat, simply trim up the rough shoulder after the removal of the neck bone. Cut out enough to remove the excess of fatty tissue and the blood vessels. Also trim off the brisket fat so as to expose more of the lean surface. Cut off the foot below the joint and the long shoulder is ready to be cured.

The picnic shoulder is a short-cut shoulder with just about half of the upper portion removed. It leaves for curing a piece that has a high percentage of bone, but is low enough in fat so the percentage of lean is a little more than that in the ham. When the picnic shoulder is made the lean butt of the upper part may be used for sausage and the fat for lard, or the cut may be so as to leave a piece of the shoulder blade with the fat, making a boneless butt for pork steaks and a good plate for bacon. If the bone and practically all of the lean are removed we have the Boston butt and a clear plate for lard or for fat bacon as desired. By making long cut shoulders, or butts and picnics, and using the loins fresh, it is not necessary to have lean trimmings for sausage to the extent of more than 3 per cent. of the weight of the dressed hogs.

The proportionate cost and selling price, taking a 150-pound hog as an average when the whole carcass costs 12 cents a pound wholesale, the cost and selling price of each cut will be as follows:

	Cost.	Sell.
18 2/3% Ham or 28 pounds ..	14 1/2c	20c
16 % Shoulder, 24 pounds	12c	16c
12 % Loin, 18 pounds	14 1/2c	20c
10 2/3% Bacon bellies, 16 lbs.	15c	20c
4 % Leaf lard, 6 pounds ..	13 3/4c	18c
6 2/3% Head, 10 pounds ...	7 1/4c	10c
3 1/3% Feet, 5 pounds	4c	5c

8 % Trimmings, 12 pounds	8 3/4c	12c
2 % Neck bones, 3 pounds	5 1/2c	7c
1 1/3% Waste, 2 pounds	Loss	

This table is compiled to give the dealer a gross profit of 25 per cent. over the cost of the goods. In the calculations allowance is made for a reasonable amount of trimming and waste, which is unavoidable in any retail market. On hogs at the present high prices we must get more out of the inferior cuts to get the desired results than when the wholesale price was lower. It is the best, if we are not equipped with the proper machinery to make good lard and good sausage, to buy the pork cuts from the packers. In doing this we must consider that we must pay the packer a profit on the man's time who cuts the hog up. The proper cutting of meats is where the secret of making money we are entitled to lies.

We aim to cut our meats as near as possible in a manner to utilize the whole piece for sale. We prefer to slice the meat as needed, as it shows a better color and looks best if cut as required, although when a busy hour is expected a quantity is sliced up in advance. The piling up of wasteful scraps should be guarded against. We have no trouble with unsalable scraps of our salt meats, ham and bacon, or in fact any kind of meat. This useless loss is up to and the fault of no one but the meat cutter.

In handling smoked ham, bacon, Bologna and sausages, we must allow for a certain amount of shrinkage, especially if we cut and sell less than the whole piece. If not kept in a refrigerator they will shrink from 5 per cent. and more. The following cost and selling prices by actual test I have found to work out satisfactorily.

An average weight (say 15 pounds) smoked ham, costing 17 1/2 cents a pound wholesale to-day would have to sell by whole ham for 22 cents (\$3.30). The same ham sliced would have to sell and be divided as follows to get the same results:

11-pound sliced ham, 27 cents	\$2.97
3 1/2-pound shank and rump, 10 cents ..	.35
1/2-pound waste	Loss
	\$3.32

Boiled ham, say 10-pound average, costing 25 cents a pound, would have to sell and be divided as follows:

8 1/2-pound sliced boiled, ham, 35c ..	\$2.98
1-pound shank, 10 cents10
1/2-pound waste	Loss
	\$3.08

It would sell at 30 cents a pound by the whole ham, or \$3. A large number of our customers, common laborers and farmers, buy a great deal of smoked ham, bacon and salt meats. We make a difference in price from 3 cents to 5 cents a pound between the whole piece, whole ham, shoulder or bacon than when we slice it.

What are the best methods to hold our trade? There are three things that have never been beaten for that, and they are: quality, service and value. Add to these reliability and we have all the essentials.

Quality consists of giving the best meat possible for the price, and value consists of but the reverse of that. Service is a thing that can not be exactly defined, but it is the sum of all those

things which go to make up what is known as good will. Reliability consists of having your customers know that they can telephone for a sirloin steak and be sure of getting the same quality as if they went to your shop in person and picked it out themselves. Be sure of all those things and we will have no trouble in holding our trade, providing we take care of the personal side of our dealings with our customers.

It is the catering to the desire of our customers and satisfying their demands that makes the best success. Every class of people has different wants. Before we can satisfy these we must find out what they are. Business success consists to a great part in discovering the paths of the least resistance and following them out to their logical conclusion. The retailer who thinks that he knows more than his customers do about what they want is not the butcher who is going to make the big success. He will be engaged in a hopeless struggle all his business career, with nothing to show for it in the end.

J. I. Bellaire, Blaney, Mich.

The Only Safe Road in Salesmanship.

Written for the Tradesman.

In salesmanship, the truth is always good business. To misrepresent goods for the sake of putting them across the counter may secure temporary advantage; but such a policy is apt to hurt future sales. Successful business is built, not upon the immediate sale, so much as upon the satisfied customer. The most substantial and enduring of business structures are built upon the foundation of "Satisfaction guaranteed or your money refunded."

Particularly is this true in the dry goods business, where customers as a rule make a practice of "shopping round," and where, in the course of a purchasing tour, a woman may visit half a dozen different shops before completing her purchases.

A lady recently entered the curtain department of a dry goods store in a small town. It was the store at which she usually dealt, and she was well known to the salespeople.

The salesman showed her a "special," a net at 35 cents.

"Is this the latest thing you have in dining-room curtains?" enquired the customer. "We have a new house and I want to have the curtains up to date."

"This is the very latest," the clerk assured her. "It is the regular bungalow net."

He did not offer to show anything else, and the customer bought the net at 35 cents, although evidently she was not fully satisfied with the goods. She then discussed parlor curtains, and was shown a similar line but higher priced, at 90 cents. She did not purchase these, however, not having the money with her.

Ten minutes later, making a small purchase at another store, she enquired of the clerk:

"By the way, what is the latest thing in curtains?"

"The marquise is very popular," returned the clerk. "It is all the rage just now."

A few days later, returning to the first store to purchase living room curtains, the lady remembered what the second clerk had told her. "Have you any marquise curtains for a living room?" she asked; and the same clerk who a few days earlier had pushed the sale of net, promptly proceeded to show her marquise. "This is very popular," he assured her. "We sell a lot of it."

The lady liked the curtain.

"But what have you in edging?" she asked.

He showed an edging with colored tassels, several colors alternating. "But they don't use this for outside curtains," protested the customer. "I have never seen it except on inside drapes."

"Oh, it's used on both outside and inside curtains," the clerk assured her.

The lady wasn't quite satisfied, however. She visited another store, to look at curtain edging.

"Have you the kind with tassels on?" she enquired, after being shown some plain edgings.

"Yes," rejoined the clerk, "but it's never used on outside curtains; just for inside drapes."

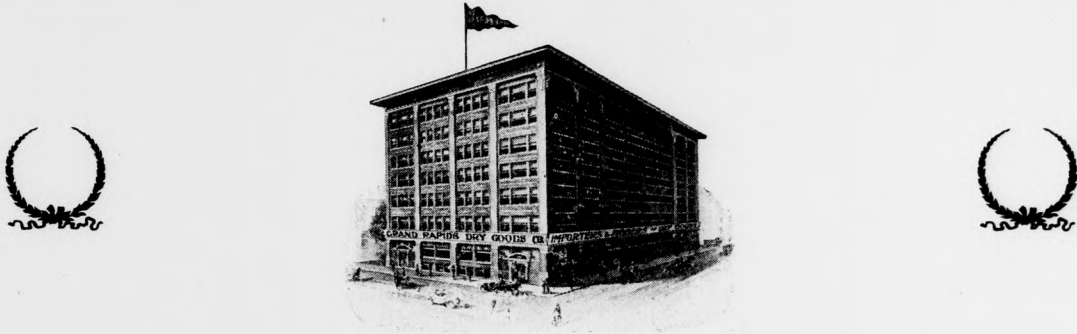
The upshot was that, instead of buying her living room curtains at the store at which she had been accustomed to deal, the lady purchased marquise with a plain edging at another store.

"I am not going to buy at that place any more," she declared afterward. "All that man wanted was to sell me some old stuff; he didn't care whether I was suited or not. Well, he sold me that net for the dining room, but he lost the sale of the living room curtains, and a lot more stuff besides."

Pushfulness is an excellent quality in a salesman. But there are times when a salesman may be injudiciously pushful. To clear out old goods is good policy; but it is hardly good policy to represent them as the latest style. To find out as quickly as possible just what the customer wants, and to supply him—or her—with that article, or with something a shade or two better, is good business. In this instance the net had its good selling points which could have been strongly urged—such as its attractive price (a special offering) and its handsome appearance and good texture; and a customer induced to purchase on these grounds would have no room for complaint. But a customer who wanted and asked for the latest thing was entitled to at least see the goods which, in that particular town and at that particular period, were admitted to be the vogue. Even after showing the marquise a good salesman could probably have pushed and sold the net on its merits and attractiveness.

As it was, the customer's confidence was badly shaken. And the confidence of the customer is something which every modern business house puts forth its utmost efforts to secure and hold. It is the strongest bulwark of the small town business against mail order and other competition.

William Edward Park.



A cordial invitation is extended to merchants and their friends to make our store headquarters while visiting the West Michigan State Fair.



Grand Rapids Dry Goods Co.

Exclusively Wholesale



Grand Rapids, Michigan

A Steady Seller and Profit-Maker

So steady has been the demand for

Grape-Nuts

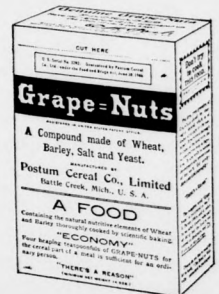
that it is a staple with grocers everywhere.

The steady pull of advertising its true merit, month after month the year 'round, combined with good profit for dealers, has made this ready-to-eat wheat and barley food

The Leader In Its Class

And still the sale of every package is guaranteed.
Grape-Nuts deserves the hearty support of all grocers!

"There's a Reason"



PRATT & SPOFFORD.

Striking Difference Between the Two Partners.

Written for the Tradesman.

Does it ever pay to be dishonest?

We all call to mind the old school copybook with its ever present legend: "Honesty is the best policy;" also, "Be virtuous and you will be happy." They tell us there are exceptions to all rules, which reminds me of the life story of two men who were both successful, even though each pursued a different policy in business.

John Pratt and Zeke Spofford pooled their little capital, consisting of a few hundred dollars, and went into the mercantile business. They had been schoolmates together and imagined they could do business in company without a hitch.

Two natures more unlike never formed a copartnership.

John was liberal as a boy, even more liberal in thought and action as he grew to manhood, while Zeke was the antithesis of all this, a veritable miser in his dealings with money matters.

And these two men went into business together.

For a time everything slipped along without a hitch. Zeke put in practice the most pinching economy. It was in the days of kerosene lamps, and one day John caught his partner lighting up, successfully using one match to light five lamps. At last he burned his fingers, uttering an exclamation.

"You saved a few matches, Zeke," smiled John, "but if it takes a dime's worth of ointment to cure the burn you'll be money out in the end."

"There'll be no ointment in this case," growled Zeke, ruffled over the incident.

"I notice that you are very careful of the pennies, Zeke—"

"Well, that's the way to make money, John," retorted little Zeke. "It was in that way that Dad Ellis made his money, and I mean to die rich, as he did."

"Well, perhaps that's good logic, Zeke," consented the other, "only it seems to me I'd rather live rich, even if I die poor."

"You'll die poor all right, Johnny Pratt," snarled the little partner.

Now this was but one of many incidents that went to make up the irritations that decided John to dissolve with his partner at the first opportunity. John was in a way economical, yet he would never go a mile that he might save a penny.

The two were together about three years, at the end of which time John suggested a change. His partner was so very close he offended customers with his pinching ways, such as breaking a stick of candy in two to make exact weight. He never gave down weight, since that would count against the merchant in the end. "Be careful of your weights and measures, John. That's where a lot of men fall down and go into the hands of a receiver. Old Dad Ellis never failed and he died worth a lot of money."

"Which his relatives quarreled over," from John.

"What if they did, he had the satisfaction of enjoying it while he lived? It is some pleasure to know that you can't be carted off to the poorhouse in case of a general bust up of business."

John found that many customers were turned away because of his partner's penuriousness. Everybody liked John Pratt. He was genial, generous to a fault, and when the church or school needed any help the women knew when to call at the store of Pratt & Spofford for assistance.

Zeke had a way of rubbing his hands, pleading poverty, dull business when called upon for a donation. John was always smiling, always ready with his aid. The difference between the two men was most striking. People often wondered how two such opposite natures could work in company.

At the end of three years there was a dissolution of partnership, each going for himself. Pratt retained the old stand, Spofford going for himself in another building in the same town.

Both merchants prospered in a way. Both were honest, one in a close, pennywise manner, the other with an open, whole-souled liberal way that took the public by storm.

As the years rolled on there came a noticeable change in the affairs of the two one-time partners. John Pratt enlarged his business as prosperity came to him. The extra money he made he put into the business until he owned one of the largest department stores in the town.

Despite his liberal methods Pratt was not above looking after the small things that go to make up a store's technicalities. While dealing honestly, even liberally, with his customers, he yet exacted a close attention to details. Every clerk was instructed to treat customers with the utmost respect, from the wealthiest citizen in the town to the lowest Arab of the street.

The few pennies of the street-cleaner's child were as valuable as the dollars of the millionaire's overdressed offspring. Nothing was left undone to make customers welcome. Redress was always amply made for any mistakes of salesmen. Even faked stories of damaged goods were accepted rather than to offend any.

"You are welcome here," was the cheerful motto of the Pratt Emporium of trade. Riches multiplied until Pratt had more than enough to satisfy the most exacting person. John Pratt passed beyond some years ago, his memory kept green by those in humble walks of life whom he aided.

Zeke Spofford's little store still runs, small in profits, yet paying a fair dividend on the investment. Zeke, old and gray, is worth perhaps twenty thousand dollars, made from a pinching economy that gratified his narrow tastes and penurious soul. He is not called a dishonest man, yet nobody quite likes his methods, and few there be who will cherish his memory after he is gone.

Old Timer.

If they sell parrots at a bird store must one go to a saloon to get a swallow?

Importance of the Retail Grocer's Aid.*

The retail grocer is an important factor in the policy of manufacturers in our Association for the distribution of our merchandise to the consumer. The retail grocer is a hard working man. He works early and he stays late, and he is entitled to his fair compensation for services rendered.

Available records indicate that in the United States there are 156,000 retail grocery stores and 162,000 general stores, and as most of the general stores sell groceries, it would be fair to say that there are 300,000 retail outlets in the United States where groceries may be purchased.

Figuring the present population in the United States of America at 100,000,000, this population might be divided into 300 customers to a store and there would still be 10,000,000 people not allotted to any store for its individual customers. So you can see there are 10,000,000 people in the United States, who, by arithmetic, are possible customers for some stores selling groceries. With 10,000,000 people in New York State, you might stretch your arithmetic a bit and reckon what it would mean if the grocers of New York State had 10,000,000 more possible customers to care for.

The responsibility of the manufacturer to the retailer and to the jobber, as the initial distributor, is great. The manufacturer produces quality goods. The guarantee must be his, for he is responsible. The manufacturers, composing the membership of the American Specialty Manufacturers' Association, believe in this quality guarantee, and they are satisfied to be responsible for the product which each ships.

In San Francisco, in May, it was my pleasure to attend the annual conventions of both the National Retail Grocers' Association and the National Wholesale Grocers' Association and on behalf of the American Specialty Manufacturers' Association, invite them to meet through committees our organization for the mutual discussion of legislative policies and develop as far as possible the promotion of uniform and effective pure food laws.

This proposal was accepted by both the Retail and Wholesale Grocers' Associations, and it is planned to have the first joint meeting between the retailers, jobbers and manufacturers early in September. I think you will agree that this points the way to a far better understanding of our mutual problems and must develop a feeling of confidence.

As a constructive thought, I want to say, without any offense, that no retail grocer is all the time as thoughtful of his customers as he should be. Without customers there would be no business. Therefore, is it not a reasonable statement when we say that customers are the life of the business—your business and mine—that we should use every method to

*An address before the New York State retail grocers at Niagara Falls, by Walter B. Cherry, President American Specialty Manufacturers' Association.

please those customers and retain them?

Let us go further, if you please, and strive always to develop new methods of service for our customers—the life of our business. It is always easy to be courteous, to be thoughtful and to be considerate, and it should be the study of every man selling goods, or responsible for those who do sell them, to try and treat the customer in such a way that the customer will not only appreciate the merchandise bought, but the courtesy that went with the sale.

One of the greatest retail selling organizations in the United States, the United Cigar Stores Company, has a school for salesmen, where the men are taught the courtesies of business. The next time any of you go into a United Cigar store watch the clerk.

Service, gentlemen, is the world's greatest commodity. It costs less and it brings greater dividends than anything you have to offer. I submit that it is no special credit to you men that your stores are clean, wholesome and attractive; that your goods are well displayed; that your merchandise is acceptable. Those conditions are all matters of self-preservation. Without them you could not last in trade.

It is service I lay before you as the greatest asset the groceryman can have. You can make it as great as you will, and the more service you give the greater will be your returns. Service spells success.

How Josh Fooled Himself.

Old Josh Lee was a miser, and he breakfasted every morning on oatmeal. To save fuel he cooked his week's supply of oatmeal on Sundays. This supply, by the time Saturdays came round, was pretty stiff and tough and hard to down.

One Saturday morning old Josh found his oatmeal particularly unappetizing. It had a crust on it like iron. He took a mouthful of the cold, stiff mixture; then he half rose, thinking he'd have to cook himself some eggs.

But he hated to give up. He hated to waste that oatmeal. So he took out the whisky bottle, poured a generous glass, and, setting it before his plate, he said:

"Now, Josh, if you eat that oatmeal you'll get this whisky; and if you don't you won't."

The oatmeal was hard to consume, but Josh, with his eye on the whisky, managed it. Then, when the last spoonful was gone, he grinned broadly, poured the whisky back into the bottle again and said:

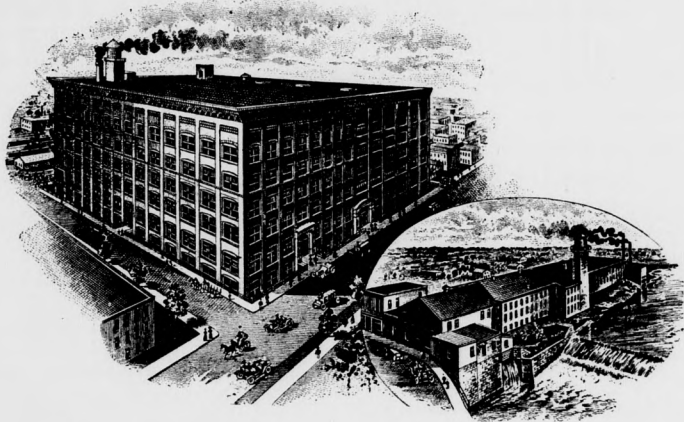
"Josh, my son, I fooled you that time, you old idiot!"

Not Quite as Many.

A clergyman, having performed the marriage ceremony for a couple, undertook to write out the usual certificate, but, being in doubt as to the day of the month, he asked:

"This is the ninth, is it not?"

"Why, parson," said the blushing bride, "you do all my marrying, and you ought to remember that this is only the third."



Globe Knitting Mills

Established 1897

Grand Rapids - Michigan

E. A. CLEMENTS
President

H. M. LIESVELD
Sec'y-Treas.

The Home of

Globe Underwear For Men, Women, and Children

QUALITY is the keynote of the whole Globe Underwear industry—Quality is the foundation upon which has been built an enviable reputation for this Concern and its “**Globe Underwear**” which is now sold and highly recommended by the greatest Retailers in America.

The makers of “**Globe Underwear**” believe in the goods they make—they have the fullest confidence in their continued success because they know that honest goods at honest prices and a square deal to all will always win.

Merchants who are not yet sellers of Globe Underwear for men, women and children should tie up to the “**Globe Line**” without delay. Every Globe Garment sold by the retailer is an advertisement for him as quality speaks louder than words.



GLOBE Tailor-Made Union Suits come in many styles and many weights and are made in cotton, wool and silk. For Every Purse—Every Taste—Every Occasion.



GLOBE Tailor-Made Union Suits for children have all the improvements and features of the Globe men's and women's union suits and are made from the same non-shrink fabric.



GLOBE Trowser Seat Union Suits are well made—buttons are sewed on tight with six cord thread. Seams are twice sewed and will not unravel. Button holes are tailored and will not tear out.

In Grand Rapids the entire line of **Globe Underwear** for men, women and children is retailed exclusively by Herpolsheimer Co.



Michigan Retail Hardware Association.
 President—Frank E. Strong, Battle Creek.
 Vice-President—Fred F. Ireland, Belding.
 Secretary—Arthur J. Scott, Marine City.
 Treasurer—William Moore, Detroit.

Appealing to the Sporting Goods Trade.

Written for the Tradesman.

An experienced hardware dealer who has for many years made a specialty of sporting goods, was asked to name the most important items in building up this class of business. He unhesitatingly named the following:

Intelligent displays.

Giving the goods a prominent place in the store.

Taking a personal interest in seeing that every customer's needs are satisfied.

Building up a reputation in the community as a devotee of all forms of clean and honest sport.

In short, this man's advice was: "Get right into the game." His success proved the value of his advice.

A fact that every hardware dealer should bear in mind, in this connection, is that a successful sporting goods season this fall means more than the immediate sales and incidental profits. He carries over to next year, and the years that are to come after it, an enhanced reputation as a dealer in sporting goods. Such a reputation is a very important factor in catering to this line of trade. Once secure recognition from the sportsmen of the town and surrounding country as "the sporting goods house," and these men will swear by you and stick to you with whole-souled loyalty.

Conversely, the newcomer who wants to make a success of his sporting goods department must get right into the game; it is the one sure way to get a foothold.

Just now, sporting goods displays should be featured regularly. Nor does it pay to give all your attention to one particular line. At this season of the year every hardware dealer recognizes the advisability of giving guns and ammunition a lot of prominence. Yet there are a lot of young fellows in every community interested in football supplies and gymnasium outfits.

Just here is an important point. The average young man wants to be physically well developed. Yet in a good many towns you can't find a single store that caters to that very natural desire. I know for a fact that in many communities young men are sending out of town for books on physical culture, for gymnasium

equipment, and the like, just because the local dealers neglect to cater to this opportunity.

This very natural desire for good physical development is bound to increase as a result of the war. Physical prowess will count for more than formerly. The shrewd hardware dealer will try to get a line on this business now. This does not mean that he should lay in a huge stock and tie up a lot of money. He should tackle the gymnasium outfit business in a tentative way, should try out his community, get in touch personally with young men, and at the start—if he feels timid about the business—sell from catalogue rather than stock. But it will probably pay any hardware dealer, particularly if in his own town the business had not been tried out, to talk up physical culture, and make a determined effort to start things. Not merely gymnastic apparatus, but books on physical culture can logically be handled.

The gun and ammunition trade is not an experiment, however; it is one of the old standbys of the sporting goods department. This, too, should develop as a result of the war.

Here, as in other lines, it pays the dealer to get into the game. One instance of getting into the game—with profitable results—was chronicled a number of years ago. A hardware firm, single handed, pulled off a shooting tournament. The firm provided all the prizes and paid all the expenses; although on the contra side of the account was the publication of a programme advertising space in which was sold to sporting goods manufacturers. The tournament continued three days, each day having its special programme and being devoted to a specified kind of competition; thus contestants could plan their entries. The first two days were devoted to clay targets, while on the third day there was a special programme of live birds. In addition to the announced prizes, a number of consolation prizes—scarf pins, hunting accessories and the like were given.

While the average small town sporting goods dealer couldn't undertake so large a proposition, nevertheless, there is no sporting goods dealer who cannot at least take the lead in the promotion of a shooting tournament. More than that, he can donate prizes, or a trophy shield or cup. For advertising purposes, the merchant's active participation in the event and the preliminary arrangements is quite as valuable to him as the publicity secured by the prize or prizes he offers.

Make Out Your Bills

THE EASIEST WAY

Save Time and Errors.
 Send for Samples and Circular—Free.
 Barlow Bros., Grand Rapids, Mich.

The Ventilation of School Rooms Is a State Law Requirement

For years the heating and ventilation as applied to school houses has been one of our special features.

We want to get in touch with School Boards that we may send them descriptive matter.

A record of over 300 rooms ought to be evidence of our ability.

Steam and Water Heating with everything in a material line.

Correspondence solicited.

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

"Sunbeam" Luggage



TRUNKS, SUIT CASES
 AND BAGS

RIGHT NOW is the time to stock up on these excellent values, with the spring and summer travel just ahead of you.

"Sunbeam" Luggage will withstand hard service—they are made to wear. They will build up a foundation for a bigger and better business for you. Your order will be shipped promptly and you will find the goods just as represented.

Our new catalogue not only shows you "what's what" in the Luggage line, but it actually places them within your reach at prices that will surprise you. If you haven't a copy, send for it to-day—NOW.

Brown & Sehler Co.
 Home of Sunbeam Goods
 Grand Rapids, Michigan

PURITAN INSTITUTE

SHELDON AND OAKES
 GRAND RAPIDS, MICHIGAN.

ECZEMA

AND ALL
 SKIN AND SCALP DISEASES
 SUCCESSFULLY TREATED

Puritan Plaster Method for External CANCER REMOVAL

Interested persons are invited to investigate our methods of treatment. Prompt and permanent relief must be accomplished before settlement is made.

A. T. HOXIE, M. D., Supervising Physician
 ALYAN BROWN, S. V. MAC LEOD,
 President Secretary

JESSE J. FOX, Superintendent
 MRS. MAE BAUCK, Supt. Ladies Dept.

Send for Cancer and
 Eczema Booklet

REYNOLDS

APPROVED BY THE NATIONAL BOARD
 OF FIRE UNDERWRITERS

FIRE

ESTABLISHED 1868

SAFE

SHINGLES

Reynolds shingles are called the Fire-Safe Shingle because they are fire resistant. They WILL NOT ignite from flying sparks or brands. The Underwriters Laboratories submitted them to severe tests—tested them for their fire-resistant qualities—and after they stood the tests Reynolds shingles were given the approval of the Fire Insurance Underwriters.

It's a big thing to KNOW that your house is protected with a Reynolds Fire-Safe roof.

If you are intending to re-roof your house this fall, you'd better get it done while the nice weather lasts.

H. M. Reynolds Asphalt Shingle Co.
 "Originators of the Asphalt Shingle"
 Grand Rapids, Mich.

Public Seating For All Purposes



Manufacturers of
American Steel Sanitary Desks

In use throughout the world
 World's Largest Manufacturers of
 Theatre Seating

American Seating Company

General Offices: 14 E. Jackson St., Chicago; Broadway and Ninth St., Grand Rapids, Mich.

ASK FOR LITERATURE



Foster, Stevens & Co.

Wholesale Hardware

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

Grand Rapids, Mich.

Personality—the personality of the dealer who mingles with sportsmen as an equal associate—is as vital a factor as any in the upbuilding of a sporting goods department. The personal touch, the knack of discussing with each individual his own pet hobby, the eagerness to be of service and to call attention to new things—these items count for a lot in the ultimate total of business.

There appears to be some diversion of opinion as to the wisdom of renting guns. Many experienced dealers, however, are firm in the assertion that it helps to build business. They state that not only is it a good way of making a profit on old stock, but that it paves the way for future business. Thus a young man, invited out for a day's sport, has to refuse because he cannot borrow a gun and there is no place to rent one. If the merchant supplies him, however, he is apt to have a good time, come back a confirmed enthusiast, and get into the game by purchasing a weapon. In any event, besides the rental price of the gun, the sale of ammunition and incidentals is worth considering. Of course, the merchant should not rent brand new guns; but quite often a store has one or two old weapons in good condition—either old stock, or second hand guns taken in trade—which can be used for renting purposes. It is worth while with a view to future business to see that these guns are kept in good condition. The more satisfactory the day's sport, the more likely is the amateur sportsman to become an enthusiast.

Quite often the competition idea is employed to boom business. For instance, one merchant trimmed his window with shells and offered a hunting coat to the sportsman guessing nearest the correct number of shells in the display. In this instance the competition goods—the shells—could be so arranged as not to crowd out an effective display. Competitions of this sort are good so long as they do not spoil the window for display purposes.

The best competition in the sporting goods department is, however, that which grows naturally out of the business—as the offering of a prize for the best shot, the biggest pair of antlers, the biggest fish—or the biggest fish story.

Whatever helps the sportsman to better sport will help the dealer to build business. One merchant keeps in touch with the sportsmen and the sporting districts in the immediate locality, and bulletins in his window the news received from them regarding the outlook, and what luck the "early birds" are having. Such a system of bulletins will draw sportsmen to the store and familiarize them with it, not merely as a recognized sporting goods house but as an information bureau in regard to local hunting possibilities.

Similarly, the results of athletic events of one sort and another can profitably be bulletined. The aim of the shrewd merchant will be, to closely identify himself and his store with all such events.

William Edward Park.

The Momentum of Success.

The assurance that a man will reap as he sows is not merely a deterrent for the evil-doer; it is also and with equal emphasis an encouragement for the man who is making the fight for good. It is a gospel that should appeal particularly to the business man, when the climb ahead of him looks specially steep.

There comes a time in every man's experience when the first eager impulse in an undertaking is gone and results have not yet come, when the prospect looks gray and unpromising. This is most strikingly the case with the young advertiser. He has a proposition in which he believes, and he knows that to get a market he must introduce it to an uninterested public, which already has a thousand and one claim upon its attention. To make the introduction costs money. You can't figure it any other way. Miracles don't happen in modern business. The young advertiser sees his money going out, and little coming in, and, unless he has been born with the grit of a gambler, it is perfectly natural that his nerves should try to play the mischief with his brain and start a panic down his spinal column. It takes a lot of faith, in a case like that, to just stand pat.

But the point is that if he does stand pat, success is inevitable. It looks like taking a chance to drop a seed into the ground and expect it to grow, down there out of sight with nobody tending it. And yet it is no chance at all. Given those conditions, and nature herself couldn't prevent

that seed from sprouting and growing. The little hard green button on the apple tree doesn't turn into a luscious apple by some miraculous chance, not to be figured on. The only way to prevent its growing into a real success as an apple is to break it off, half done, and stop the work you began before its own momentum has carried it to the point where its success is apparent. The success is there, folded up in the seed, from the very beginning. The seed planted must sprout. It has no choice.

And the law holds just as certainly in human affairs. There is a momentum in every beginning that is simply bound to carry the effort on.

The advertiser who pulls down his apple in discouragement before it had time to redden in the sun has no one to blame but himself. Least of all has he any right to doubt that the sun would have gilded it, in due season, if it was the right kind of an apple in the beginning. The momentum of growth doesn't stop, so long as the conditions are right.

Again, when success has once been won, its own momentum will carry it on. And here, too, is a danger for the young advertiser to recognize. Success now seems so easy that he is apt to think that it will go on forever of its own impulse. So he is inclined to slacken up himself, sit back and take things easy, and believe that his golden age will go on forever. But no harvest will seed itself. The seed must be renewed with the season.—Will B. Wilder in Fame.

Moseley Brothers

Grand Rapids, Michigan

Offices and Warehouses: Corner Pleasant St., Hilton Ave., Grant St. and Railroads, S. W.

Wholesale Dealers in Farm Products

Will Buy and Sell You Beans, Seeds, Rye, Potatoes,
Fruits and Farm Products

Moseley Brothers

Offices 210 to 222 Pleasant St., S. W.

Both Telephones 1217

Grand Rapids, Michigan

BEFORE THE WAR.

Comparisons of Present-Day Prices and Methods.

The subject of this article is suggested by one that was in your valued journal some time ago, over the signature of my good friend, A. C. Bartlett, in which he stated that the methods in the conduct of the hardware business to-day, as compared to those used twenty-five years ago, are as different as daylight and darkness, or words to that effect. Therefore, I am going to "reminis" a little bit—especially for the benefit of the younger members of the hardware fraternity, who may perhaps not have a realizing sense of the changed conditions that have occurred during the lifetime of some of us who are members of the "Old Guard."

When I entered the business—January 1, 1856—as a boy, it was with the house of Child, Pratt & Co.—which firm afterward became Pratt & Fox—and I served them three years, under a stipulated agreement of a salary of \$150 for the first year, \$200 for the second year, and \$300 for the third year—all of which was fulfilled faithfully by both parties to the contract.

Most Hardware Was Then Imported.

At that time perhaps 80 per cent. of the goods we sold were imported; in fact, I should think the amount would be more than 80 per cent.; consequently, the hardware business then was one which dealt almost exclusively in foreign goods. Even such common, every-day items as log chains and trace chains came all the way from England, and I recall distinctly that the only horse nail that was known was made by one Griffin in Sheffield, England. They came in small sacks—25 pounds each—and it fell to my lot as a boy, to handle those nails very frequently, which caused me to conclude that there were as many sharp points protruding through the gunny-sack as there were nails inside of it, as evidenced by my torn and lacerated fingers from the result of catching and piling those 25-pound sacks of horse nails. The price of horse nails at that time was 25 cents a pound. I will state prices in this article for the purpose of comparison, because, as you know, there are better nails made now in this country, put up in 25-pound boxes and in 5-pound boxes, in fact, in more convenient ways for the retail dealer, and better nails, for, say, from 9 to 13 cents a pound.

Ox chains, commonly called log chains, were sold at 12 cents a pound, but occasionally somebody would cut the price, so that they were 10 cents a pound. The two files that were most popular then were those of W. & S. Butcher, and Spear & Jackson. They sold at \$5 to the pound sterling, which brought the mill files up—say for 12 inch—to about three times the present price, at which such standard goods as Nicholson or Disston's are sold. In all fairness, however, it should be stated that these files were cut by hand, and also that there was a heavy duty on them, because we

had high tariff then. The only hand saws that had any standing at all with the trade were Spear & Jackson's, made in Sheffield, England, and as near as I can recall, the lowest price I ever heard on them was \$24 a dozen.

On January 1, 1859, I entered the employ of Wilson, Levering & Waters, which firm afterwards became Levering, Waters & Company. I was admitted as the junior partner of that firm. Shortly after that, Mr. Levering died, and the firm became Waters, Simmons & Company, and from that, by two or three different steps, evolved the Simmons Hardware Company.

Few Exclusive Hardware Stores.

From the time I entered the house of Wilson, Levering & Waters, I commenced selling goods, and have continued it, more or less, directly and indirectly, ever since; consequently, I have been constantly familiar with the methods of business, and also with prices. In those days there were very few exclusive hardware stores, in fact, I think it is a fair statement to say that there were none. There were general stores, which kept a little of everything, and in each of these general stores there was a small hardware department, usually tucked off in one corner of the building, in some dark place, and a most unsightly and unkempt part of the business it was. To sell goods, we had to fight for trade with the general merchant—the man who had to buy dry goods, groceries, drugs, shoes, hardware, etc. As a general proposition, he was not well posted about the hardware business. He bought goods on six months' time, giving his note, and then if he could not pay at the end of six months, the note was renewed; but the profits were in proportion. I think it was fair to say that the gross profit on the goods we sold then was two or three times as great as it is to-day with the average hardware jobber.

Smartest Man Got the Business.

The ingenuity displayed in those days to get business, and to sell a merchant who was looking around and pricing—because they all "came to market" at the early period—was very ingenious, indeed, and sometimes showed great shrewdness, but it was the same old game that existed before and has continued ever since; i. e., it was the triumph of mind over mind—it was the brightest mind and the smartest man who got the business. It was a case where the salesman had to dominate the mind of the merchant buying the goods in the line that the salesman had to sell. There was an immense amount of baits thrown out to merchants in those days to get him started. It was a common custom to sell him the first eight or ten articles at much less than cost, in the hope and belief that they could make it up afterwards. Practically, there were no regular selling prices—it was a "go-as-you-please-and-get-all-you-can-game."

While I am dictating this there comes to my mind one case that I enjoyed very much. A merchant from

Burnham, Stoepel & Co.

Exclusively

Wholesale Dry Goods



Detroit - Michigan



Franklin Carton Sugar Is Made From Sugar Cane

Don't forget to tell your customers that FRANKLIN CARTON SUGAR is made from SUGAR CANE, because there is a decided preference for cane sugar on the part of the consumers and that makes it easier to sell. It is also true that FRANKLIN CARTON SUGAR is refined by the most modern processes, and then packed in the substantial cartons with the head of Franklin printed in blue on them, and sealed against dust, dampness and insects. It therefore comes to you as the sweetest, cleanest, daintiest sugar you can offer your customers, and the ready-to-sell cartons save you time and prevent loss by overweight.

Original containers hold 24, 48, 60 and 120 lbs. FULL WEIGHT
of all CARTONS and CONTAINERS guaranteed by us

THE FRANKLIN SUGAR REFINING COMPANY
Philadelphia

the South, who was doing a large business, wanted a pretty good bill of hardware, as bills went at that time. After he finished buying his dry goods and his groceries, he got around to the hardware business; he priced from a competitor of ours, and was waited on by my old and warm personal friend, John Cantwell. At that time there was a great deal of rivalry between Mr. Cantwell and myself—both boys—as to who could sell the most goods and we were usually put forward to sell the difficult trade. This gentleman's name was Darrah—I happen to recall that while I am dictating—I have not thought of it for years.

He came to see me after having priced at the other house. He had his little memorandum book, and one of the first things he asked me was, "What is the price of nails?" Of course my price was going to be whatever was necessary, regardless of cost. I knew he did not want very many nails, and I knew there was a good big bill dependent, to some extent, upon the influence of the low price on nails. Please understand, these were cut nails, because there were no wire nails made at that time. The regular price was \$3.25 per keg; the cost about \$3.10. I asked him how many nails he wanted, which question was only put to gain time and to do a little thinking, and incidentally to see if I could, by glancing over his book, see what he had put down there as the quotation of the other house, but he was too watchful for me, and I could not see his book; but I rather made up my mind that my competitor had quoted \$3 a keg.

After fencing for time with a few more questions, I said to him, "What kind do you want." He opened his book again, peered over it, and then said, "I want f. o. b. nails." I said, "Well, that's just the kind I have, and they are bully good nails, too." He said, "Well, what's your price, Simmons—what's your price?" I said "How would \$2.85 strike you?" He opened his little book again, held it up close so that I could not see it, and then shut it up, turned to me, and said, "Damn that fellow down the street, I knew he was asking too much; he asked me \$3 for nails. Get your book, Simmons, you are the man I want to buy from"—and I sold him about a thousand dollars' worth of goods, and I made a corking good profit on them. If we could make half the percentage of profit to-day that I made on that bill, I should be delighted to continue the hardware business, and find it more encouraging than I do now.

I have merely recited this little incident and stated some prices in order to tell some of your young readers about what was going on and the methods of business "befo' de war."

My contact with merchants in my travels as early as 1859 and 1860 convinced me that no retail hardware merchant, who had any self-respect, would sell anything he bought at a profit of less than from 100 to 500 per cent, usually averaging about

200 or 300 per cent. profit. I wonder how many of your readers who are conducting retail hardware stores would like to sell their goods at this profit to-day, if they could. If I were addressing a lot of them in some hall at the present time, I would ask whoever would like to do this to hold up their good right hand, and I believe every hand in the house would pop up.

Prefers Present to the Old Way.

All the same, notwithstanding we sell goods now at an exceedingly small profit, as compared to that which prevailed in those days; that we sell many of our customers not once in six months, but every week, and quite a large percentage of them every two or three days by mail orders; and that instead of taking a week or two to execute and ship the goods, we ship most of them the day on which they arrive at our various stores, because there is a great rivalry between the hardware jobbers of this country in the way of good service, and it is a very justifiable ambition for any house to be able to give the best service possible, and one that is very satisfactory to the retail dealers, who support them, and who favor them with their patronage; then, again, that the time limit is sixty days, instead of six months, as it was then, with the privilege of six months' renewal; and another advantage of to-day's methods is that our representative visits, personally, in the stores and homes of the merchants, and can therefore keep posted as to their general characteristics, habits, business ability, and the progress they are making, also their standing in the community in which they live; then, again, each man who deals with any particularly large jobbing house has, practically speaking, right in his store, the entire stock of that large jobbing house, as shown in a charming picture book, sometimes called a catalogue or a hardware encyclopedia, and so arranged that the merchant can easily ascertain the price of anything he wants to take an order for, and therefore he can make sales from that catalogue, which, if properly used, is, to him, invaluable; but, as above stated, take it all in all, even with the lesser margins of profit and with the absolute necessity of the most modern and up-to-date system, and with promptness as the motto in everything that is done—in buying, selling and collecting, and in the execution of orders, as well as in keeping up the stock—I would prefer the present way to the old one. It shows more brains, more human intellect, and more fairness in its methods of dealing. There is very much less "baiting" and price-cutting, and buying of business by "jockeying," "juggling," and by methods which passed current in those days, but which at the present time would be considered entirely "below the belt."

Some Have Much to Learn.

It is true that many of the retail merchants, and some of the wholesale, still have much to learn as to the best methods of conducting their respective business. I have a peculiar,

Newaygo Portland Cement Co.



Sales Office

Grand Rapids
Mich.

SUN-KIST
REG. U. S. PAT. OFF. **CANNED FRUITS**

SUN-KIST Canned Fruits are a quality unto themselves—they are SUN-KIST Quality—a quality distinctly peculiar to SUN-KIST—a quality specially selected for people of critical taste—

Delicious canned fruits—no better grown in California—the pick of a million case pack and fine enough for any table in the land. If you want satisfied customers, connect with the SUN-KIST Kind.

NATIONAL GROCER CO.'S Houses
ASK THEM

particular and distinct advantage over most people engaged in this line of endeavor, in the fact that I have been a retailer in a large way; also a jobber in a moderately large way; and I have also been a manufacturer, and am yet to-day. Experience in these three different divisions of the business teaches a man a great deal more than if he has experience in only one of the divisions; and if a man does not learn by experience, there is no other method by which he will ever attain sufficient knowledge to keep up with the active, sleepless competition that confronts him on all sides in the present wonderful era.

I have a few notions about the hardware business for which I am more or less well known as a "crank" on the subject. A man to be successful must keep his stock up thoroughly complete—he cannot do a successful business otherwise. A retail merchant should never buy more than a ninety days' or four months' stock (from the date of invoice) so as to make his "turn-over" fully four times a year, and if possible, five times, because otherwise he cannot do a healthy business. He must recognize and practice that old and true saying that "No trade is a good trade unless both parties prosper." He must have a deep conviction to be honest in every sense and construction of that work—not because it is policy, but because it is right. He must consult the best interests of his customers first, and give preference to them over his own interests, because if he does not have satisfied customers, he will sooner or later close his doors in failure. He must realize that, "Promptness is the essence of all good business," and if he is not a good collector and a prompt payer, he had better hang out the flag and sell out before the sheriff gets him.

Better Merchants To-day.

On the other hand, there are ten-fold more good merchants to-day engaged in the wholesale and retail hardware business than there were twenty-five or fifty years ago. Some of these have had a pretty hard time during the last four or five years to make a good showing. The jobbing hardware business is an exceedingly close and difficult problem. I think it is safe to say that the great majority of those engaged in that business to-day would, if they could get their money out, be glad indeed to shut up shop and let somebody else carry on the burden, and invest their money in stocks or bonds, on which they could get quite as good dividends in the way of interest as they can and are doing in the conduct of a large, wearisome, never-ending and unceasing, laboring effort to conduct, successfully, a large jobbing hardware business.

Era of Prosperity Coming.

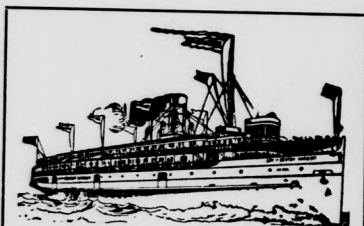
But, my friends, there is a better time coming, and it is right near. It is my judgment that 1916 will commence an era of prosperity the equal, if not superior, to anything we have ever known in this country. The tariff question, which has been a

"bugbear" and a cloud of depression, is out of the way and the troubles in Mexico must come to an end before a great while. It seems impossible that they can continue much longer.

Since writing the above I have received another communication from my old friend, E. B. Purcell of Manhattan, Kan., and he enclosed an invoice of June 22, 1867, from the firm of M. Diveley & Co. of Kansas City, Mo., for a carload of salt. The carload contained sixty-six barrels, at \$4 per barrel—making a total of \$264. He states that at that time he sold this salt in Manhattan at \$6.50 per barrel, and that it came in barrels, the staves of which were oak, and the packages had the appearance of having been left by Noah when he closed the door of the Ark on the Mount, to be sent to Kansas City at a later date. He now sells nice, bright, clean salt, in a barrel with red hoops—salt that he buys from the Morton Salt Company, Hutchinson, Kan.—and his price for that in Manhattan is \$1.35 a barrel.

He is unable to get the freight rate in 1867, but my present recollection is there was no railroad then. He, however, has the freight rate of 1873—after the Kansas-Pacific Railroad was built, and the rate on salt at that time was 56 cents per 100 pounds, from Kansas City to Manhattan. At the present time, the rate on salt from Kansas City to Manhattan is 8½ cents per 100 pounds.

This gives a fair comparison of the difference in freight rates between then and now, and I think it ought to be convincing to anybody that freight rates now are not only very reasonable, but exceedingly low.—E. C. Simons in Hardware Age.



CHICAGO BOATS

Graham & Morton Line

Every Night



Its Loose Leaf Opens Like a Blank Book

SHIPPED ALL OVER THE WORLD

Write us

Made by



Grand Rapids, Mich.

Success, the Result of Effort

Do not get a name for being indifferent to the welfare of your trade. People are not going to run to the store of the dealer who makes no effort to repay them for their coming. People nowadays are quick to sense such an attitude. They shun the dealer who makes no effort to please them.

"Why don't you try Jones' grocery? You can depend on everything he sells"—is the kind of conversation that spells ruin for one dealer and success for another. It bespeaks lack of effort on the first—presence of great effort on the other.

Sell dependable goods—play fair and your business will grow—your reputation is made. Sell National Biscuit Company products and you are building upon a solid foundation, for N. B. C. goods are known as absolutely dependable. People have confidence in them and buy them by the millions of packages.

NATIONAL BISCUIT COMPANY

THERE IS ONLY ONE BEST
American Laundry
 DRY CLEANING

GRAND RAPIDS, MICH.

"Travel Coupons" Fail to Carry Holders Far.

Another sensational coupon scheme has hit the rocks; this time the American Scrip Co., of Los Angeles, Cal., which sold "travel coupon" stamps to merchants at \$3 to \$5 per thousand, a stamp being supposed to be given with each dollar purchase. Each stamp was good for a mile of travel over any railroad or steamship line in the country.

So good did the proposition look that half a dozen or more imitation concerns mushroomed, but one by one they have disappeared and now the father of them all has struck the rocks.

Admitting that the American Scrip Co. is insolvent and that it has no assets to pay indebtedness approximately between \$65,000 and \$75,000, circular letters have been sent creditors of the short-lived concern by an organization styling itself "Liquidating Committee for American Scrip Co."

"The company is insolvent," it says. It has no assets. But a number of directors of the concern have banded themselves together to pay the company's outstanding notes and 35 cents on the dollar in settlement of claims.

In the following sentence the contributing causes are set forth as the members of the liquidating committee see them: "The downfall of this company has been brought about in the attempt to run a new and untried business by inexperienced agents, a number of whom have been utterly reckless in the expenditure of moneys and involving the company in heavy debts without the knowledge of the officers of the company, although trying hard to prevent same, and also the company's very unwise move in undertaking to do business in the East when neither the time, the condition nor the capital paid in justified such a movement, and also the springing up of competitors, like mushrooms over night, and which competitors destroyed our once very prosperous business, but, like Samson of old, they likewise destroyed themselves."

Despite the fact that the merchants who bought scrip paid from \$3 to \$5 a thousand for the coupons, they are now being redeemed only at 1 cent. While none but the officers of the company know how many are outstanding, it is said that fully 1,000,000 scrip coupons still are unredeemed.

Advice to Salesmen.

Do not fail to be polite and agreeable.

Do not misrepresent goods.

Do not get fresh or smart with a customer.

Do not wait for a customer to come to you.

Do not lose your temper.

Do not give short weight; if you can not be on the square, there is no place in the store for you.

Do not miss a sale without reporting to the boss.

Do not be a machine. Be a salesman.

Do not think that it is not your business to help keep down expenses.

Do not wait to be told. Find things

to do. Do not forget that your salary depends upon your ability to bring customers back.

Do not sing, whistle, or yell while in the store.

Do not use bad language.

Do not be careless and leave cash tickets strewn about.

Do not fail to stop what you are doing to wait on a customer or to answer the 'phone.

Do not loaf.

Do not fail to be accurate.

Do not fail to remember that no matter how valuable a man may be, if he does not follow the system of the store he becomes a stumbling block in the way of that store's progress.

Certainly these "do nots" could be profitably heeded by the clerk in any store.

New Parcel Post Order.

Postmaster General Burleson has ordered that the size limit of packages for parcel post shipment be increased to a combined length and girth of eight-four inches, which will permit the mailing of standard-sized fruit and berry crate. The old limit was seventy-two inches length and girth, and there has been a widespread demand for its increase.

The Postmaster General also authorized the establishment of a receipt system for parcel post packages similar to that employed by express companies.

"The new regulation," says a Department statement, "provides that on payment of 1 cent the postmaster at the mailing office may give the sender of an ordinary parcel of fourth-class mail a receipt therefor. A postage stamp to cover the charge for the receipt will be affixed to the parcel, and the name and the address of the addressee shall be written in the receipt by the sender."

Wisconsin Retail Grocers.

Efforts to change the name of the Wisconsin Retail Grocers & General Merchants' Association to the Wisconsin Retail Merchants' Association at the recent convention in Oshkosh failed; the grocers, who are largely in the majority, opposing the suggestion and persuading the convention to refer it to a committee which will report at the next convention. The Association has had a remarkable development under President Finger; no less than 1,500 new members having joined during his term and almost 600 during the past year. But all efforts to persuade him to stand for re-election failed.

Canada's Apple Prospects.

Telegrams to the fruit branch of the Canadian Department of Agriculture, from producing districts report that in Nova Scotia, apples are coloring well and growing fast; in the Lake Ontario district apples will not average more than 40 per cent. of last year's crop; in the Niagara district the weather continues wet, but cooler, and in some cases Triumph peaches have rotted before ripening.

A popular minister avoids touching the sore spots of his congregation.

Holland Crystal Creamery

The Oldest Creamery in Western Michigan

Established 1886

C. J. LOKKER, Manager



HOLLAND, MICHIGAN

Send Us Your Cream and Receive the Most Money

When the guests go away,
Don't you want them to say:

"Those folks certainly have
elegant Furniture"

Klingman's

The Largest Furniture Store in America

Corner Ionia Ave. and Fountain St., Grand Rapids, Michigan

Do You Sell Kodaks and Cameras?

If so, Send Us Your Address

We know that we can increase the profits
in this branch of your business.

We have one of the best equipped plants in this state, yes in any state—the result of years of experience—during which time we have made careful study of the possibilities of amateur Photography. It does not matter what line you handle—how large or small your kodak business is to-day—we know our proposition will appeal to you because it has proven profit making, better business making, and opens up the possibilities of this field.

Drop us a postal to-day and get our details—it will pay you.

The Camera Shop, Inc.

Walter K. Schmidt, Mgr.

16 Monroe Ave.

Grand Rapids, Mich.

TRAIN YOUR EMPLOYEES

So They Will Easily Forge to the Front.

"Come on, Stanford! Come on, Stanford!" This was the cry that rang out over the glorious Hudson late one afternoon the past June. The annual intercollegiate 'varsity boat race was on, and the California eight, representing Stanford University, were being beaten by Cornell.

This memorable and splendid event was made pathetic by the downfall of the lionhearted California giants who made up the Stanford eight. Here were these boys, 3,000 miles from home, with but few of their friends to cheer them on to victory, hearing the words of encouragement shouted from the river's bank by the assembled thousands to the crews of Cornell, Pennsylvania, Syracuse, Columbia and the others, when suddenly, above the cheers and shouts of all these thousands, rose a clear and stentorian voice, which reached the ears of the Stanford eight, electrifying them to put forth super-human effort.

"Come on, Stanford!" was the cry, and the stentorian voice from which it came belonged to a stalwart Californian, who felt that on him alone evolved the tremendous responsibility of so cheering on and inspiring the Stanford boys that they would win the honors for his beloved California. Rarely, if ever, has a crew ever struggled so gallantly as did these boys who had come 3,000 miles, and had made heroic personal sacrifice to win the honors for their university and their State, and perhaps never before had a 'varsity eight been spurred on by a spectator whose sympathy and interest were so intense that, although a physical giant, he dropped unconscious when the defeat of his favorites was witnessed. The Californians certainly had the intense desire necessary to success; furthermore, they had bulldog courage and tenacity, for no gamer crew ever started in a 'varsity race.

Well, then, what did they lack? Was it physical strength? No; for they were man for man, many pounds heavier and stronger than the Ithacians.

Why was it that Stanford, the strongest and gamest crew, and the crew to which winning meant the most, lost, while Cornell, a crew not extraordinary in either strength or gameness, and lacking the intense purpose of the Californians, won?

Because the latter lacked training.

Never until now has the world realized that training means so much. Training wins, wherever applied, whether in sport, in business, or in war. The past year the world has had a demonstration of the unbelievable power of achievement of training as expressed in military operations. The military forces of the United States of America are insignificant because we have known that, if the need arose, millions of loyal Americans would, within a week, place themselves at their country's service, and, not appreciating the value of training, we have believed this will-

ingness on the part of our citizens to serve their country when needed constituted an adequate National defense.

The past year, however, we have been made to see what training does in military affairs, and now we know that to send our millions of men against a modern army, without years of thorough training, would be to annihilate them.

Training wins.

A young man who had graduated from college was speaking about his career. He had taken an electrical and mechanical engineering course, and, when asked if he intended associating himself with one of the large electrical concerns, replied, "No," and gave as his reason "that these concerns, although you may be a college graduate, require an additional three or four years' training."

All about us, more and more, we are coming to see the importance of thorough training. If you go automobiling you want a trained chauffeur. If you have an occasion to employ a lawyer you don't want an amateur barrister, you want a thoroughly trained man. If you are ill you want an experienced and thoroughly trained physician, and the men's apparel merchant, if success is to be his, wants, yes, must have, trained employees.

This is especially true of the men's apparel merchant in the smaller cities. The big stores in the metropolitan cities are attracting the major part of the business, and in an effort to hold their trade men's apparel merchants in the smaller cities are doing two things. They are endeavoring to impose upon the people of their community a sense of duty, which, it is hoped, will cause the people, from a feeling of loyalty, to trade in their home town, and they are attempting to attract the trade of the home people by some novel idea or method.

In principle the case is somewhat analogous to the efforts of clergymen in New York City to get people to attend church. The people of New York City may or may not be as religious as heretofore, but at any rate they are at present disinclined to attend church, and clergymen are doing two things to get them to attend. They are seeking to make people feel that it is their duty to attend church, and they are resorting to various novel and unique ideas and methods. Both of these two things have failed, so far as substantial or permanent results are concerned.

There is one clergyman, however, in New York City whose church is always filled, but he neither attempts to make people feel that they must attend church because it is their duty, nor does he offer novel entertainment as a bait to attract people.

This clergyman attracts people simply because he gives them that for which they feel the need, and, Mr. Small City Merchant, if you will merely give the people of your city that for which they feel the need, you will hold them, even though your metropolitan competitor has several distinct advantages over you.

Greater purchasing power, closer proximity to the markets and centers of trade and the big city fascinations may be factors of as great advantage to the metropolitan competitor over you as were the factors of greater weight, strength and determination an advantage to the Stanford 'Varsity eight over Cornell's, but, Mr. Small City Merchant, if your employees are "Courtney trained" you will give the people of your town that for which they feel the need, and you will win the race from your big city competitor.

Now, what must you do that your employees may be "Courtney trained?" First of all, get the right sort of material. "You can't make a silk purse out of a sow's ear," neither can you make business-winning employees out of people who are devoid of gumption.

Before purchasing a horse you look him over. You make sure that he has sound feet and limbs, and that his wind is all right. You notice if he has a good eye and is well coupled, and you put him through his paces to see how he handles himself. Don't you think your employees are as important to you as the horse you buy? Well, then, look them over carefully before taking them on.

Observe their mental processes and test their mental faculties. Find out whether or not they can think straight. After you have looked them over and tried them out, and are satisfied that they measure up morally, mentally and physically, take them on, and then train them. Teach them, Mr. Merchant, first of all, your viewpoint concerning their work and your attitude towards customers.

Make them understand that your idea of right business methods is that no employe shall leave the place at night until he has put his work in such condition that, were he never to return, it would be carried on without the slightest hitch. Teach them that thoroughness, precision and completeness is your idea of business efficiency.

Make it clear to them that dropping unfinished business and rushing out the minute 6 o'clock comes is not your idea of correct business methods, and, if they expect to please you and meet your requirements, they will complete the ticket they are making out or put the stock that is disarranged in order, or do anything or everything there is to do in order to fully round out the day's work. Incompleteness is in the class with intemperance as an element of weakness. When you start a piece of work see it through.

Make your employes understand your attitude toward customers. That wrapper who made an angry retort to the unreasonable customer who nagged him would have refrained had he understood your attitude toward the trade, because he would have known that, in your eyes, the customer is always right and must be deferred to.

He would have realized that, while it is a customer's privilege to fly off the handle and go up in the air, the

merchant or his employes must always remain complacent and respectful.

Having taught your employes your views and your viewpoint, proceed to train them in their work. When you place an employe in a new position see to it that he is thoroughly taught the work of that position from A to Z.

For example, if a green man is to be broken in, as, for instance, a wrapper, have a person who is an expert wrapper, and who is a capable instructor, take this green man in hand and drill him until he knows all the many vitally important elements about wrapping goods.

In like manner, every function throughout your business, whether it be that of wrapping goods, sweeping the floors or serving the customer, should be performed only by a person who is an expert in performing that function.

Train your employes, Mr. Small City Merchant, and you will not have to worry about your metropolitan competitor getting your business.

When you learn the truth so effectively taught by the late Robert Taylor, namely, that the most ordinary task, even that of digging a ditch, may be transformed into skilled labor, you can give a service that will be the talk of the town. Smith, in commenting on your store and service, will remark to Jones: "Say, Jones, the next time you need any men's apparel go to Brown & Co.'s; that is the store where you get service. Everyone about the place, from the bottom up, is an expert in his line. Everyone with whom you come in contact is on the job and knows his business, and there is not the slightest hitch or bungle. I tell you, Jones, it is a delight to trade at Brown & Co.'s, and they will get all of my business from now on. I have been trading with Jackson & Co., over at the big city, but it is Brown & Co. for me henceforth."

Yes, training your employes is the thing that will win for you, Mr. Small City Merchant. Your efforts to hold your trade against metropolitan competition, by means of freak stunts or by appealing to the sense of duty of your townsmen, will fall short of the mark.

But train your salesmen until they know what size to put on a customer, and how to handle that customer, not like a novice, but like a master. Train your cashier until he can make change with dispatch and accuracy; train your stock clerks to so keep the stock in order that it will be at hand at a second's notice, and train everyone to be right there with the glad hand, the pleasant smile and perfect team work, and when your employes are so trained, although your competitors in the race, in a desperate effort to rally their forces at the finish, cry, "Come on, Stanford," until they collapse, it will not avail, for your "Courtney trained" employes, working like a perfectly balanced and oiled machine, will forge easily to the front and cross the finish line winners.—George D. Briggs in Apparel Gazette.

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Best Service—Most Satisfactory Rates

Citizens Telephone Company

THE MEAT MARKET

An Old Time Butcher to His Son.

Many a man sets up a theory in order to have the pleasure of knocking it down, which reminds me of what my friend Schmidt has been doing lately in his market up here.

Schmidt used to be dead set against the use of trading stamps or any other kind of premiums to get business. He couldn't see them through the largest telescope ever made. He said that the butcher who put them in his market was mighty foolish, for what was the sense of giving some outside fellow 3 to 5 per cent. of your gross business in order to do just what every other butcher was doing?

Just a year ago I passed Schmidt's market one morning and what was my surprise to see a large brightly printed sign above it, reading, "Double Vermilion Stamps To-day Until 12 o'clock." And inside the shop were a dozen other signs all screaming the same magnificent offer.

"Hello!" said I to Schmidt; "I thought you were sure that stamps were a mighty poor proposition for the butcher. Seems that you have changed your mind now."

"Well," said Schmidt, with a grin, "ain't that my privilege? I used to think stamps were rotten, but I've come around to them like everyone else."

And then he went on to give all the old clap-trap arguments that the stamp salesman had loaded him up with stamps, taking a huge enjoyment in knocking down the theory which he had stuck by for years. I didn't say a word; I don't give advice to any friends; it's bad enough the way my son takes it.

Well, Schmidt continued to give the stamps up until about a week or two ago. At first he was enthusiastic about them, just like every convert is, but gradually his enthusiasm began to wane and he began to avoid the subject. Asked how business was, he'd invariably say O. K., but his wholesaler told me one day that Schmidt's orders weren't what they used to be.

I was in his market yesterday and asked him in a joking sort of way what caused him to throw out the stamps. I told him that I thought anyone who was so enthusiastic over them as he had been would be going into them harder than ever, instead of doing away with them all together as he had done.

"Well, old man," says Schmidt, "that was a mighty slick salesman that got that stamp contract out of me. In 10 minutes he had me kicking myself for being such a fool as to have passed stamps over for so

many years; and in 20 minutes I was convinced that the only way I'd ever get enough to retire upon was by the use of those red stickers of his. But I've had a rude awakening, believe me.

"At first things went fine; my customers seemed to like 'em. Several new people came to me the first week and, of course, I put that down to the stamps right away. But in a little while the interest started to drop off. The other fellow down the block put in stamps and offered double ones at that. Those customers of mine that wanted a rocking chair in a hurry went there, of course, so to hold them I had to meet his offer. It turned out later that the stamps he was using were cheaper than mine, and I was holding the basket.

"The salesman had told me that stamps would increase my business. He told it so well that I fell for it, hook, line and sinker. But I never noticed that any woman bought any more meat from me because she would get a few more stickers. She simply bought as much as she needed, just as she had done before I got to giving away things.

"He told me that it would create steady trade for me. I can't see where it did. I do know, though, that by giving stamps I managed to educate a good number of people to want them who had never thought about them before, and, presto, when somebody else offered a greater number of stamps with a purchase than I did, away they went and I lost them.

"The fellow who persuaded me to put them in showed me in black and white that the increased volume would more than make up for the increased overhead expense. They say figures don't lie; maybe they don't, but it's my belief they indulge in legal fictions then. The overhead increased all right, but the volume—well, my year's balance sheet shows a decrease in volume, and a nice, neat one, too.

"I didn't buy stamps. What I bought was that salesman's gift of gab. And the first opportunity I had out they went. Now I have to go to work to build up my business on a legitimate basis, or, in other words, begin pretty nearly all over again."

That's Schmidt's experience. He'd held onto his theory until a really capable man had come along and shown him, by a smooth tongue, that there was nothing to it. Result: Schmidt is out a good many dollars, but I don't know but what he's the gainer, anyhow. Think of all the experience he has!—Butchers' Advocate.

Preparing Pigs' Feet.

In preparing pigs' feet the fore feet are usually used, as they are better shaped feet to prepare than the hind feet, and, besides, the hind feet are more or less disfigured through hanging the hog on the gam stick. The hind feet are usually used for preparing a low grade of glue. The method of preparing is as follows: The feet are first scalded, after which they are scraped and cleaned. They are then placed in a plain pickle, 90 degrees by salometer test, six ounces of saltpeter having been added for each 100 pounds of feet. The feet should be left in this pickle until they show a bright red appearance when cooked, which is usually about six or eight days. If this red appearance does not show entirely through the feet when cooked they are thoroughly cured. They should not be left in the pickle longer than necessary to cure them, for when they are too heavily salted before cooking it has the effect of making them break in the cooking water. After the feet are properly cured in the salt pickle, they should be cooked in a wooden vat (an iron vat discolors them), which is provided with a false bottom about six inches above the real bottom, so that the direct heat from the steam pipe does not come in direct contact with the feet themselves. The water should be brought to a temperature of about 200 degrees F., and held at that temperature until the feet are sufficiently cooked. The water should never be brought to a boiling point, as that will cause the feet to become badly broken, which naturally injures their appearance. After they are cooked they should be split through the center either by machine or hand. They should then be put in a white wine vinegar pickle 45 degrees strong in open vats in a refrigerated room, where the temperature can be maintained at 38 to 40 degrees F. When the feet are to be held for some months, however, it is advisable to put them in barrels and tierces, as is required, with vinegar of 45 degrees strength. The packages should be stored at temperatures of 45 to 50 degrees F.

Compound Lard.

Compound lard is made of cottonseed oil and oleo stearine or tallow,

or both. The formula on this article varies according to the relative value of the ingredients. The generally accepted formula is 80 per cent. cottonseed oil and 20 per cent. oleo stearine. If the market price of oleo stearine is high this formula is substituted: 75 per cent. cottonseed oil, 7½ per cent. tallow, 17½ per cent. oleo stearine. In cold weather a smaller per cent. of stearine may be used and a proportionately larger per cent. of tallow.

G. B. READER

Successor to MAAS BROS.
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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.

Mr. Flour Merchant:

You can own and control your flour trade. Make each clerk a "salesman" instead of an "order taker."

Write us to-day for exclusive sale proposition covering your market for

Purity Patent Flour

We mill strictly choice Michigan wheat, properly blended, to produce a satisfactory all purpose family flour.

GRAND RAPIDS GRAIN &
MILLING CO.,
Grand Rapids, Michigan

HART BRAND CANNED GOODS

Packed by

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

Michigan People Want Michigan Products

PEACOCK BRAND Breakfast Appetites

can be encouraged and well satisfied with a nice rasher of bacon and fresh eggs. Go to your grocer's and get some of the famous Peacock mild cured bacon and fry it, pouring off the grease as quickly as it forms. This makes it crisp. Peacock Hams and Bacon are cured by a special process—brine is not used—so they are not salty. They are especially prepared by Cudahy Brothers Co., Packers, Cudahy, Wis., for those who want the best.

Cudahy Brothers Co.
Packers
Cudahy, Wisconsin

Wholesomeness of Butterfish Emphasized.

The Bureau of Fisheries of the Department of Commerce emphasizes the value of butterfish as a food, in connection with proceedings which took place in New York late in June. At that time an interdiction had been placed on the sale of this fish in New York City by the local health officials on the ground of parasitic infection. Prompt action by the bureau averted a serious situation which might have prevented the marketing of several million pounds of cheap and wholesome food fish, with consequent injury to the fishermen, the fish dealers and the ultimate consumers. The bureau considers that the trap fishermen along the coast would have suffered especially, as the butterfish represents a large portion of their catch each year.

The Bureau of Fisheries, in referring to the results of its action, says that if the embargo had been once put into effect it would have ruined the butterfish trade for some time to come and might have affected the use of other popular food fishes. The embargo was prevented as a result of the course of action which followed the sending of a telegram by Secretary of Commerce Redfield asking the New York Board of Health to suspend judgment, while Dr. Edwin Linton, a recognized authority on the parasites of food fishes, went at once to New York to appear before the Board of Health. It was finally decided that such parasites as were actually found in the fish would have

been removed by cleaning and washing in the ordinary preparations for cooking and that the value of the fish as food was in no way impaired.

Reindeer vs. Beef.

Alaska is acquiring a surplus of reindeer meat and is likely to enter the American market one of these days as a factor in the food supply. Sheldon Jackson's experiment has succeeded. It is possible that reindeer chops may not prove acceptable to the national palate, and various other objections to the extension of the reindeer industry may be discovered, but the fact that Alaska is actually in a position to raise food for export is interesting nevertheless. Alaska is about twice the size of Texas, and while not all of it is reindeer territory, still there are immense areas available for that business, if it ever becomes a business in a commercial sense, and that is only the beginning of the possibilities. The reindeer belt is circumpolar, so that the thought of what may happen is something to inspire the imagination of Col. Mulberry Sellers himself, and the reality behind the possibilities is considerably more substantial than the foundations of that celebrated gentleman's promotions. The price of food will have its ups and downs and statistically minded economists will try to make people worry about world-starvation, but the truth is that the resources of this old earth are not half explored yet and the world will find a plenty to eat.

Pork Sausage.

Use only clean, fresh pork. To each three pounds of lean pork add one pound of fat pork. As the pork usually used for sausage is the shoulder and neck trimmings, the sausage is extremely liable to be too fat. Remove the extra fat and use for lard. Mix the fat and lean meat together for chopping. When a rotary cutter is used it is best to chop the meat twice. After it is cut the first time spread it out thinly and season. One ounce of pure fine salt, one-half ounce of ground black pepper, one-half ounce of pure leaf sage, rubbed fine, to each four pounds of meat will suit the average person. The seasoning should be sprinkled lightly over the cut meat and the meat again run through the cutter to mix the seasoning thoroughly. This method will give a more even mixing of the spices than can be obtained by hand. For immediate use the sausage meat may be packed away in stone jars or crocks, or, if desired, stuffed into casings.

Thawing Frozen Poultry.

Frozen stock should never be put in water to thaw, but should be allowed to soften in cold air. A house refrigerator will thaw a bird in 24 hours, and that is the best way to do it. More good frozen poultry is spoiled through a bath in cold water than by any one thing.

Hang the bird to thaw. This is perfectly practical. Wire racks can easily be constructed and they are space savers. Don't lay a bird down

any time in its history when it is out of its box if you can help it. You will gain in quality and appearance. Better than thawing the poultry is selling it to the consumer still hard frozen whenever this is practical. Such a course puts the birds before the public on their own merits where it is perfectly able to stand if properly treated by the butcher himself. The public, which is prejudiced to some degree, must be educated to buy frozen goods in the storage season.

Dark Colored Hams.

Dark coloring in the hams is not caused by any defect in the curing, as salt alone does not turn meat dark. Saltpeter is used to give a pink shade. Perhaps your hams turn dark because they are not sufficiently protected from the chemical action of the air on the saltpeter, which causes the dark shade which you complain of. Hams that are kept moist will retain their right color. To cover the face of the ham with paraffin will exclude the air and keep the ham up to the proper color, or take ten parts of flour, one part of salt and one part of lime water (enough to make a heavy wash), dip the hams into this, then hang up; this will seal up the pores in the meat and also prevent skippers from getting into it. Look well to your salt, as it may contain a certain percentage of lime that will turn the meat dark.

A wise married man never praises the gown of another woman unless his wife has one more stylish.

WHOLESALE FLOUR, FEED, HAY, BAGS, TWINE

Bakers' Supplies and Machinery
Waxed Paper, Bread Wrappers

Dry Milk Powdered Egg Cooking Oil Compound

Everything for Bakers, Flour and Feed Dealers



ROY BAKER

Wm. Alden Smith Building

GRAND RAPIDS, MICHIGAN

A COUNTRY STORE.

How Its Reclamation Was Eventually Accomplished.

Two men sat on a bench at the edge of Boston Common and watched the tide of business flowing down Tremont street. William Rathbun of Northern Vermont was one of them, the other, James Reynolds of Massachusetts. Each had reached the age of 40 and had the well-groomed and alert appearance which distinguishes the American traveling salesman.

After a short pause Reynolds spoke, harking back to an earlier remark of his companion:

"I think—I know—that you are planning to make a serious mistake. To throw up one's job at our age is worse than a mistake—it would be a calamity. You and I can't pull down fifteen hundred a year as easily again as we did some years ago. There is more trouble in breaking into another concern than formerly—more talk about "organization" than was thought of then. It is not so easy, either, to get out of the salary habit—"

"That is just it," broke in Rathbun. "It gets harder to give it up with every passing year. And when you call it a habit—you have used the proper definition of it—like every other habit, it saps one's vitality—takes the initiative right out of a fellow. I have no cinch on this job of mine—nor have you on yours. A trade combination may throw us out—a new tariff adjustment close the

doors on us—a new method of distribution make us superfluous. I feel it is now or never with me—" His eyes followed the movements of a squirrel making its domestic arrangements for the coming winter—"I ought to have as much forethought as that little chap, but so far I have not—"

"What is the name of the town where you are planning to make your debut as merchant prince?" asked Reynolds, with an obvious attempt at sarcasm.

"Peaktown."

"Peaktown! Not Peaktown out in Worcester county? Well, I am jiggered—Peaktown! Now, say, Rathbun, I know something about Peaktown—you have seen the place, of course, a Massachusetts hill town of a marked type. You know that lying up some eleven hundred feet a railway is out of the question—not even an electric line. The nearest station is nine miles, and it will never get any nearer. I used to court a girl in Peaktown some years ago and know the place well—had to study it up to make weekly conversation—a New England girl wants something besides goo-goo talk. Peaktown was founded while we were still a part and parcel of the king—it had 2,000 people in its township back in 1830 and 600 in the village. Now it has 750 and 250 respectively—but the scenery is the finest in the State and always has been. There are—and always have been—a store, a tavern, several churches—and you know what it

means to have business and religion in those proportions. Then there is the regulation common, with elms and all that. I say, Rathbun, if you really must, go to Peaktown and buy a cemetery lot, but don't, as you love your family, build so expensive a tombstone for yourself as a business would be. Are you figuring on starting a new venture?"

"No, I am negotiating for the old stand on the Common. It has run down some, but I can build it up."

"What is it doing now?"

"Thirteen thousand a year."

"Then, take my word for it, Rathbun, you will do well to hold it at that. Peaktown won't grow any, mark that."

"I don't expect the town to grow, but the business shall."

"Why don't you go West, Rathbun?"

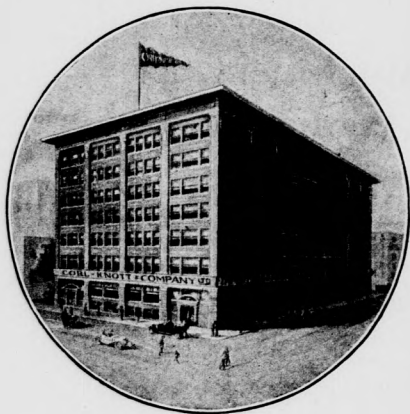
"It would cost me over \$500 to move West, and I can use that amount in buying this business. If I went West it would be to run up against the keenest competition in the world. If I use the same methods in business in Peaktown, Mass., as they do in the State of Washington I ought to make a record—and I am going to do so too."

In October, 1898, William Rathbun moved his family to Peaktown. He already had made an arrangement with Mr. Layberg, the owner of the principal store, to clerk for him to the following April at a salary of \$15 a week, with the option of buying the

business on any date he might choose up to that time. The stock was valued at \$4,000 and the good will was figured at \$1,000. The terms were half cash and the balance in deferred payments of \$500 every eight months. Mr. Layberg's health was not good and he wanted to get away.

The store was operated with two clerks, besides the proprietor, and with the driver, who spent his time hauling freight from the nearest station, and in delivering goods to village customers. The stock consisted of groceries, dry goods, boots and shoes, some hardware and little concession to the summer boarder in the way of postal cards and perfumes. The store building belonged to the local grange, and, exclusive of the grange hall, was rented by Mr. Layberg at \$250 a year. Layberg was also postmaster at an annual salary of \$500—a position that passed with the store, the new incumbent finishing the term as an assistant. There had been some talk of a rural route, but this had met with no encouragement from Layberg, who reasoned that patrons coming in for mail meant a bigger revenue for him. Rathbun had visions of bringing both the post office and the store to the very doors of his customers—but that was yet in the future.

Peaktown village was made up of one broad street, well shaded with elms and lined with colonial houses, each set in a large lawn. Besides the main thoroughfare a mile in length, there were three short cross streets



WE ARE now showing for late fall and early winter wear an exceptionally attractive line of Trimmed Hats for the general store trade. Prices \$18, \$24, \$30 and \$36 per dozen.

Open orders solicited on condition that customer keeps two-thirds of the amount of total shipment. All new up-to-date merchandise trimmed in the latest fashion. Orders filled same day they are received.

Corl, Knott & Company, Ltd.

Manufacturers of Trimmed Hats
And Jobbers of High Class Millinery

Commerce and Island St. Grand Rapids, Mich.

devoted to less pretentious residences and to a couple of smaller shops. On the Common, which was merely a widening of the main street, were the churches, the inn, the town hall and the grange, in which was the Layberg store.

On Thanksgiving day Mr. Layberg was taken ill, growing worse in the week that followed. Anxious to get South, he made a more favorable proposition to Rathbun than had been embodied in the option held by that gentleman, namely, he would not insist on the book accounts being collected by his successor, but would leave them in the hands of a relative—provided that Rathbun would immediately take possession. Now, the credit system practiced by Mr. Layberg had been a thorn in the flesh of Mr. Rathbun. Accounts had been allowed to run indefinitely—with nothing more than a pretense of a yearly balancing. They had been handed down to Layberg by his predecessor, who in his turn had inherited them from a still earlier merchant. In fact, one farmer, nearly 80, boasted of the fact that in his sixty years of trading in the Peaktown store he had never had a settlement, simply paying on account as his means and humor dictated.

Nothing could have been more welcome to Rathbun than this unexpected concession, so on the third of December he took possession of the Peaktown store. On the fifth of the month each resident of Peaktown, whether a customer or not, received

a neat announcement of the change in proprietorship, and an invitation to visit the exhibit of Christmas goods beginning December 15. This literature was also sent to a group of farmers living in the adjacent township of Macedon, but with roads favoring Peaktown. In the meantime Rathbun spent a couple of days in Boston selecting such knick-knacks as he fancied might sell well, and seeing the stuff packed and shipped.

The wiseacres of Peaktown said that Rathbun would have his fling of city ways and then settle down to doing business in the good old methods of his predecessors, to whom Christmas had meant nothing in a business way except the closing of the store for the day. Yet all Peaktown, and not a few Macedons, paid visits to Rathbun's store between December 15 and Christmas Eve. At midnight of that last day the new merchant found not only that the cheaper stuff had been cleaned out, but an encouraging inroad had been made on the more expensive articles, even the Doulton ware candlesticks at \$2.50 each having been sold.

The month of January was spent by Rathbun in going over his stock carefully. Every item that was shop worn or out of date, or in any way undesirable, was thrown aside, to be later tagged with an attractive price. February 1, in accordance with his announcements, Rathbun opened his "First Annual Clearing Sale," which for a week continued to draw not only all of Peaktown, but an increas-

ing number from Macedon. At its close the Peaktown store had less of stock in it than for several decades past—and room for new goods. The cats and dogs of many years had been cleaned out. Rathbun, however, was slow in stocking anything but staples—he was studying his customers.

The hauling of his own freight had never appealed to Rathbun as an economic plan, so he made arrangements with a local carter to do it for \$2 a ton, the carter having enough other business to justify daily trips to the nine-mile-distant railway station. He also got in touch with the nearest Standard Oil distributing depot and convinced its management of the wisdom of establishing a route through the hill towns of Worcester county so that oils would be delivered at each merchant's door. This service cost a fraction of a cent a gallon, but was a distinct saving over the former methods of barrel delivery.

The store team that had been used for freighting purposes Rathbun now utilized for deliveries, arranging a winter schedule for one service a week on the principal highways of the township and more frequent trips in the village. This enabled him to carry out a plan he had figured on from the first—that of buying up such farm produce as eggs, butter and dressed fowl. Layberg had been content to let that sort of commodities go past his door on the way to the nearest large market town, losing sight of the fact that for every egg and chicken that was hauled past his store to an-

other market as much in value came back into his customers' homes of goods he had not sold.

Rathbun having reasoned the matter to a logical business conclusion, sent out notices that he would buy eggs, butter and dressed poultry, paying half a cent less a dozen or pound than the going price in the nearest railway center, the difference being the cost of hauling the products to town. If the farmer should attempt to perform a like service for himself it would cost him several times the amount. He made it clear that he would pay in trade but that his prices would always compare favorably with those of surrounding towns, even of railway centers where the merchants had no nine-mile haul to absorb.

Rathbun inaugurated this plan with the hope of breaking even on the produce he purchased, but of profiting by his increased sales. In the long run it became a most remunerative part of his business—he working up good markets for this produce in both Boston and New York. Eventually he increased the lines to include apples in season, but that was years later. The immediate results of the innovation were several new accounts and a lot of free advertising, a Boston journalist, hungry for copy, writing up the plan. Rathbun went one step farther. He had his delivery wagons on their regular trips pick up the produce and bring it back with them, insuring fresher commodities and still more favorably advertising himself to his trade.

Rademaker-Dooge Grocer Co.

28-30-32 Ellsworth Avenue

Grand Rapids, Michigan



Wholesale Grocers
"The House of Service and Quality"

Rathbun was essentially a salesman, twenty years of his life having been spent on the road. He had learned to go after trade and not to wait for it to come to him, also the possibility of working up a demand for better goods. A monthly letter went to every customer with a little reading text and a few prices. If the customer had an account the letter went in the same envelope as the statement for the preceding month. It was an inexpensive form of advertising, yet had a personal touch about it that made it very effective.

Certain classes of canned and bottled goods had never been carried in stock by Layberg. Rathbun laid in a few samples, put the bulk away on the shelves but kept some of each kind on a table in the center of the store so that the labels might become familiar to his customers. Nor did he fail to mention them in his monthly sales letter. It was not long before the village folk began transferring these luxuries from Rathbun's shelves to their own, but many a month passed before the first can of Spanish Pimentos or Golden Mushrooms was tucked away under the seat of a farmer's buggy. That day, however, Rathbun looked upon as a red letter date in the history of his Peaktown career. The rest would be much easier, he knew.

And he felt a great step had been taken when the last pair of men's \$4 shoes was taken out of the case. It had taken four months to move that first case—Layberg's limit had been

\$3—but the second one would move much faster. And it did. So it was in clothing as well as other commodities where the value went with the increased price.

The approach of the first summer brought with it problems to Rathbun. The inn filled up with guests who had money to spend and time to spend it in. The homes of the wealthy, which for eight months in the year stood with closed blinds, were being opened, and that meant more money which Rathbun felt should come his way—would come, if he had enterprise enough to reach out for it properly. He wanted this transient trade, yet could not permit himself to become overstocked with material unsalable to his all-the-year customers.

The question of handling fruits and vegetables—a vexatious one even to the dealer in a railway town, and a serious problem with Rathbun—he had solved by persuading a nearby farmer to make a venture in market gardening, and in encouraging a Macedon widow who in past seasons had been marketing her garden produce in other villages, to make daily visits to Peaktown. Both ventures proved profitable, the widow being able to supply enough fruit to meet the wants of the summer trade.

In order to meet the other problem squarely, Rathbun sent out an announcement of the stock he carried, which would be augmented immediately upon the suggestion of any patron. For extraordinary wants he outlined a plan by which any order

reaching him by 1 in the afternoon would be telephoned to Boston and would come out by express the same evening. The scheme worked to perfection, the first day bringing an order for a ream of typewriter paper from a budding author, followed a few minutes later by another from the author's fiancée for a skein of linen to finish an antimacassar. Both wants were filled that same evening. Mr. Rathbun in a few weeks of intense merchandising made a reputation with Peaktown's summer population of being an up-to-date business man and they left themselves in his hands.

That summer Rathbun began to sell Boston and Worcester daily papers at their regular prices, instead of a cent's advance, as is still the custom in Massachusetts. This proved so popular a feature that he maintained it ever afterwards—both summer and winter.

By this time he had increased his delivery schedule to daily trips in the village and tri-weekly service in the country. He was the first to agitate for a rural route mail delivery and carried it through the following winter. This added not a little to his popularity with the citizens. He was first and foremost in attempting to cajole a group of financiers to build a line of electric car service from Worcester—but the scheme fell through.

At the end of Rathbun's first year in Peaktown he had made a new sales record, \$16,000, a 25 per cent increase

over Layberg's best year. But more than that, Rathbun realized, was it that he had laid the foundations of a solid and growing business. He had practically everyone in Peaktown as a customer—and an increasing trade from Macedon.

His system of book accounts, which he had feared would be a handicap to him, had proved the opposite. His frank statement that he did not have sufficient capital to carry open accounts and that settlements must not be delayed beyond sixty days, the balance being paid in cash or produce, had won friends for him. He closed that first year with very little outstanding. Deacon Weeden, who as yet had not settled the 60-year account with Layberg and his predecessors, now in the hands of a local agent, seemed to take a special pleasure in appearing before the little window of Rathbun's office every other month and paying his bill, either in greenbacks or produce. But it was a settlement.

Mention has been made of Rathbun handling farm produce and that he eventually added apple buying to his other departments, so that in itself is worthy of a separate article. It made a nice profit for him and in a few years changed the ancient methods of apple culture in Peaktown as well as adjacent territory to modern, scientific modes. The result of that venture is best seen in the increased valuation of certain farms as recorded in the assessor's books.



Established 1862

Visiting Merchants Are Invited to Make This Store Headquarters During Fair Week

WE shall try to make you feel welcome and at home. All our accommodations are yours. You are to feel not only "at home" but very free to make appointments with friends and utilize the store's facilities to the utmost for your pleasurable convenience.

All our departments are filled to overflowing with new Fall Merchandise at right prices. We would be glad of the opportunity of showing you, but no feeling of an obligation to purchase must exist. You are courteously welcome here whether you buy or not.

Paul Steketee & Sons
Wholesale Dry Goods Grand Rapids, Mich.

So year by year Rathbun studied his business and his customers, bringing the two together. That a plan had proved efficient one year was no reason with him that he should blindly follow it the next and ever after. Continually he was abreast of the newest idea in selling and buying.

On a July afternoon in 1911 two men were climbing one of the Dana Mountains in an automobile. We recognize in them Rathbun and Reynolds now enjoying their first meeting since that memorable day on Boston Common. The steep gradients on the route from Springfield had kept Rathbun's attention on his machine to the exclusion of any conversation except the briefest of sentences. Now a mile long climb gave a chance for the two men to exchange experiences.

"Well, how goes it Reynolds, old man? You really have grown fat—and rich I suppose."

"Rich!" and Reynolds laughed scornfully. "You must be the millionaire, coming to meet me with a 40 horsepower machine. Well, I went West, as you know, and struck a \$2,000 job; it looked as big as the moon to me. I worked hard and made good, the boss holding out half a promise that he would make it \$2,500 at the next raising day. Then they put in as salesmanager a young cub from college with efficiency methods taught by a professor who absent-mindedly walked around in his night shirt day times. Well it was the old story of an old patch on a new garment, I the patch, of course. The young task master called me down about twice a day, was satisfied with what I sent in to him in orders but wanted me to do my work differently, according to the rules of that professor whose family had to follow him around with a pair of trousers. So at last I had to go, not because I did not get results but because I got them in my own way. I got new jobs, of course, but that cub was chasing after me with a character for being an old fogey. At last I grew tired of being tagged, and landed with the old concern back in Boston and there I shall be next week. But how about you—touched that 13,000 mark yet?"

"No sir, that was Layberg's mark, not mine. I touched the 40,000 bull's eye last year and will go a little better this year, I hope."

"Forty thousand, you must be in more than one business then."

"I am, but now I am talking about my store."

"Forty thousand, then Peaktown must have grown some."

"No, as you will see in ten minutes, it is the same old Peaktown."

"Well, then, where does your trade come?"

"Mostly from Peaktown. My predecessors simply scratched the surface, I have worker it, intensive selling, that is all."

"Say, old man, I want a half interest in this game, I have enough cash laid aside."

"Reynolds, there is not another person on earth that I would rather have for a partner were I addicted to that vice. But I can't agree with myself half of the time and how would it be if I had a partner to line up with?"

There was a short silence while Rathbun guided his machine around a sharp curve.

"You always were a smart chap, Rathbun, had the rest of us beaten to a frazzle."

"No, I was just the opposite, but in one respect I was different, I had more nerve."

"You must have worked like thunder"

"No, on the contrary, I worked harder when on the road. Here I knew that as long as I followed fairly correct business methods I would succeed. There I might lose my job any day and not be at fault either. Here I have been almost free from worry, and there I had it for dessert with every meal."

"How big a pay roll do you keep up?"

"Four clerks, two of them on my motor truck delivering, almost the entire day. Then a young woman book-keeper, who assists in the post-office and between times has an eye on the dry goods counter. Then I am on the job myself."

"And \$40,000 a year! You should have gone West, Rathbun, this is too small a field for you."

"And why West? There I would have to compete with men with just such ideas as I have won out with here, and better. Here I don't step on any man's toes and no one on mine. I have not had to go away from old friends to make a living, a railway ride of two hours in any direction puts me in touch with them. And," the car had reached the summit of the last hill, from which Peaktown could be seen, "here I have old friends to greet me, Wachusett at sunrise, the Berkshires at sunset. Why should I go away? Not for scenery, nor for profit, for it is here, too."

Reynolds viewed the familiar scene: "Well, I'll be jiggered! Here I came years ago to court a girl and I never saw the opportunity right at my feet. I overlooked that and, I lost the girl too! And now I am going back to \$1,500, a bachelor at that. You are not a lucky chap, Rathbun, but a plucky one, and you deserve all that is coming to you."—D. L. Hanson in Opportunity.

Confidence in Country Is Needed.

It is the common practice of financial writers to dilate only on such topics as might indicate a prosperous business or financial situation in their own or the general business community. This practice is of such long standing, and so well known, that when they have a message of unusual good cheer to impart, its force is more often than otherwise discounted. This seems to be the present situation in this country for notwithstanding the fact that general conditions are sound and business is showing daily improvement, it is hard to

convince an over-plus of skeptics that we are actually on the upper arc of the cycle of a long deferred prosperity. One excuse for this skepticism lies in the fact that there have been so many setbacks since the upward trend commenced; another is that the war has brought about a very unequal distribution of business, which has benefitted some men to an unheard of degree, while not directly affecting the majority, although the entire community is, ultimately, bound to feel the results of and profit by this enormously lucrative business. At the last analysis, confidence is the one and only element that will bring about a full measure of prosperity, and as long as uncertainty exists, whether caused by the war in Europe, fear of war with Mexico, politics, the

tariff, we can never have that degree of confidence necessary to induce the ordinarily prudent man to risk his savings in a new enterprise, and until that point is reached we can not have prosperity commensurate with our desires.—American National Bank of San Francisco.

If we were selling arc-lamps we wouldn't show an eight-candlepower incandescent as a sample of our product. If we were selling bread by sample we wouldn't make that sample of half flour and half sawdust and trust to the flour to make the sale. There really is no good business reason why we should be ashamed to show our best in our talk and in our actions. It is good business to be direct. Thomas Dreier.

Holiday Goods Post Cards Stationery School Supplies

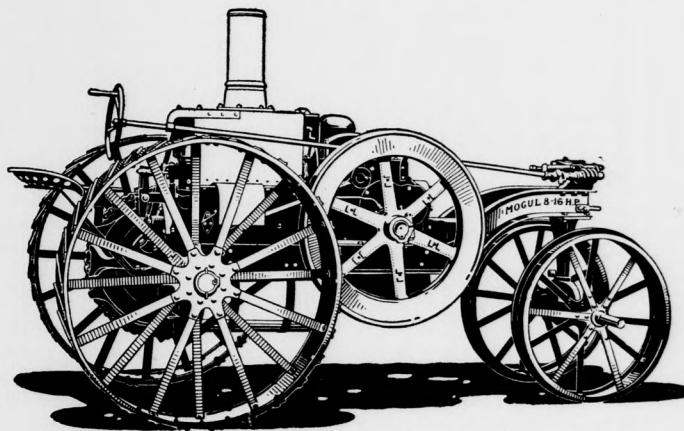
WILL P. CANAAN COMPANY

3 Ionia Avenue N. W.

Grand Rapids

Michigan

Tractor Demonstration



The Mogul 8-16 Oil Tractor

This I H C 8-16 Farm Tractor will be demonstrated on the north end of the grounds, every day during the West Michigan Fair, at Grand Rapids, September 20-24, for the benefit of farmers, dealers, and all who are interested in power farming.

You are cordially invited to make the I H C Building your headquarters during the Fair.

International Harvester Co. of America

(Incorporated)

Bell Phone M1271 168-178 Wealthy St. Citz. Phone 4313
Grand Rapids Michigan

SIX ESSENTIAL FACTORS

To Secure Successful Business With the Farmers.

To every merchant in the smaller towns comes the problem of increasing his sales among the rural inhabitants of his territory. This involves not only getting an initial order from the farmer, but holding his patronage in the months and years to come.

This problem can not be handled in any set or stereotyped way, but every effort should be put forth to secure new and interesting features to bring the farmer to your store. Co-operation is the key-note for successfully securing the friendship and loyalty of the farmers. Every person in the store should be instructed to make the farmer and his family feel that the store is to serve the interests of the customer. Have a restroom for the tired farmers, their wives and children, with all conveniences for their comfort; in fact, make them feel as much at home to meet their friends in your store as in their home.

An essential factor is to have a complete stock of the right kind of merchandise to meet the demands of your locality. There is only one successful way for this to be done, and that is to go into the homes of your rural customers and study their needs. Every store should have a man that thoroughly understands the needs of the farmers to go out quite frequently, and keep in constant touch with the farmer and study his actual wants.

The farmer depends on the dealer to furnish the material with which to make his crops, and thereby make his living. The dealer in the smaller town depends on the farmer for his livelihood. The increase in the efficiency of the farmer depends entirely on the up-to-dateness of his machinery, and as he prospers so also does the dealer, the jobber and the manufacturer.

By keeping informed and co-operating with the farmer you put yourself on a plane with him, and are placed in a better position to serve him and study his requirements. The dealer should study the trade papers, crop and agricultural reports. Thus he is enabled to teach the farmer how he can increase his productive capacity. Suggest to him how others have successfully unraveled the knotty problems of the farm. In this way you are sure to gain his confidence, and draw him as a magnet to you in a way that will help you build up a successful business.

The Department of Agriculture at Washington will gladly send you agricultural bulletins and special reports. Keep these on file in your store for the information of the general public, especially the farmers. Send out personal letters inviting them to come to your store and take advantage of these bulletins. If you sell implements keep a live mailing list and see that the farmer is kept in touch with the new machinery handled by your store. Have special demonstrations of the new farm machinery. Make appointments with the farmers of each locality to meet at a given place

on a special day to discuss and examine all new machinery you are trying to introduce. You will find this a wonderful help in combating competition of the mail-order houses.

Remember the needs of the farmer to-day are very similar to the needs of the town man. The farmer enjoys practically the same facilities, and the things that once were luxuries are to-day, even on the farm, necessities. The telephone can be found in practically every farm house. This is a great asset to the dealer. Although a farm may be a half-day's journey to your store the farmer is only a telephone distance away. How easy it is for the manager or one of the salespeople having found out the practical need of some farmer to call him on the 'phone, and mention in a casual way this special appliance, asking permission to demonstrate it, or better still asking that he permit it to be sent on a few days' trial. We have found this a very successful way to get people interested in cream separators and kindred articles. Pick up a farm paper, or a magazine, and see how many articles are simply crying out for a free trial. The mail-order houses found out long ago that this method is one of their greatest factors in selling special appliances. Why should the local dealer not profit by the same plan?

See that your show windows reflect the true character of your stock. Make them educational as well as attractive, and you will be surprised to see their wonderful drawing power. Take a shot at the mail-order house through your show windows. Order from one of them a special assortment of groceries; add freight and other expenses, then take the same amount from your regular stock and note the difference. Don't be afraid to put cards on the two assortments and bring special attention to the fact that your articles are all standard brands.

The weekly newspaper is another great help to the retailer, provided the advertisements are sincere, convincing, and above all, truthful. It is far better to advertise an article to be worth positively a dollar and sell it at a dollar than to say it is worth double that amount.

It seems that we dealers do not take advantage as we should of the wonderful amount of national advertising the manufacturers are doing. It is a proven fact that trade marked goods inevitably become the standard by which all other products of like character may be judged. Tie your store up to this national advertising and impress upon the farmers that if they see an article advertised in their farm paper or magazine they will find it in your store. No class of people read advertisements more carefully than our rural friends, the farmers and their households. The mail-order houses found this out long ago, to our sorrow. If we do not furnish the advertising literature the mail-order houses will. Make your advertisements of interest to the class of people you intend to reach and be sure you are able to deliver the goods.

The farmer is sometimes a hard man to sell. He places a very high value on the dollar and he must be convinced of the value of an article before he will invest his money. But this does not mean that the farmer is not progressive. No group of people is quicker to adopt new labor-saving devices once their worth has been demonstrated.

Efficient salespeople, dependable merchandise, fair prices, service, honest advertising, complete lines of merchandise, contribute six essential factors to build up a successful business with the farms. With this combination you will always be able to cash in your advertising, and make your store a household word.—Roy F. Sharp in Good Storekeeping.

We are manufacturers of TRIMMED AND UNTRIMMED HATS for Ladies, Misses and Children, especially adapted to the general store trade. Trial order solicited.

CORL, KNOTT & CO., Ltd.
Corner Commerce Ave. and Island St.
Grand Rapids, Mich.

Hotel Hermitage

John Moran, Mgr.

EUROPEAN PLAN
Grand Rapids, Mich.

Rates without bath 50, 75 and \$1.00

Rates with bath \$1.00 and \$1.50
per day

CAFE IN CONNECTION

C. W. MILLS PAPER CO.

West Michigan Distributors

WRAPPING PAPERS, PAPER BAGS, TWINES, CORDAGE

Paper Toweling

Brooms, Baskets, Floor Brushes and Sweeping Compounds
Briar, Meerschaum, Cob and Clay PIPES
Holiday Paper Decorations, Notions and Novelties

We sell the Ohio Blue Tip Matches, the Ohio
Noiseless Matches, Silent Witch and Sure Shot Matches

204--6 Ellsworth Ave. S.W.

GRAND RAPIDS, MICH.

Sell Lowell Garments

and have pleased customers
We "Guarantee" sizes, colors and workmanship

Ladies'

Gingham, Percalé, Lawn and Fleeced Housedresses,
Sacques, Wrappers, Kimonos, Aprons and Breakfast
Sets, Crepe Slip-ons, Middy Blouses, Outing Flannel
Night-gowns and Pajamas.

Children's

Gingham and Percalé Dresses, Middy Blouses, Out-
ing Flannel and Crepe Night-gowns, and Pajamas.

Men's

Outing Flannel and Muslin Night-shirts and Pajamas.

Out Sizes and Stouts for Men and Women a Specialty

Lowell Manufacturing Co.
Grand Rapids, Michigan

Lost the Customer Through Kindness.

While there are many store men who trace the growth of the return goods evil back to the store itself, there are very few, however, who freely acknowledge, that they, themselves, have played any active part in the encouragement of it. In discussing the seriousness of it all, and what it costs the stores to submit to the injustice of it, these men are more apt to adopt the third person, singular or plural pronoun, than they are the first person, singular or plural. The other fellow is usually the one at fault.

Occasionally, however, one finds an exception to this rule, who will admit that his store and he, himself, have been to blame as well as others. One of these men, a merchant who has long recognized the neglect of the stores in not getting together and taking united action on returns, recently in discussing the growth of the evil told a return goods story on himself, which will bear repeating, because of the common interest in it being typical of the situation as a whole.

"The stores, themselves, are to blame for the existence of the evil," he began. "I have been to blame, and so have others, simply through short sightedness; our vision has been obscured through a desire to increase the business of the store. If we had it to do over again, we all, no doubt, would go about it differently.

"I remember a case in point, which

not only helped the growth of the return goods abuse, but besides lost a customer for the store to boot. Rather than offend a customer, I put an injustice on the store, believing that the continued patronage of the customer, which might otherwise be lost, would make it all right in the end.

"This customer I speak of, had been trading with the store on and off for a number of years. I, myself, had waited on her several times, until she got to know me. All went along nicely until the time I refer to came up. It happened that the woman in question had received a dozen pairs of gloves from Paris as a present, but the one who sent them to her sent the wrong size. Rather than send them back, this woman thought of our store and called on me, asking if I would take the gloves from her, as they were size 5 and of no use to her, and she thought in view of the long patronage she had given the store we might accommodate her.

"Well, if I were to do it over again, I would have refused, but I offered to take the gloves, provided she would buy a dozen pairs of our gloves. She agreed to this, left the gloves and took the others. Now, I simply did it to accommodate her, for I knew we would have a hard job selling the gloves in such an unpopular size as 5. In our statement, which we forwarded to her at the end of the months, we allowed her credit for the dozen gloves, minus the duty on them. Straightway we heard from

her, withdrawing her account, and promising to take her trade elsewhere. She thought it 'mighty small' of us to take off the duty charge.

"So that is the way it goes. I encouraged the abuse, through the desire not to offend a charge customer, but lost the customer anyway. The return goods evil has thrived on just such incidents as this."

Why One Was Worth More Than Another.

John and James had been in Johnson's employ for over five years. One day John came into the private office and said, "Mr. Johnson, James and I both went to work for you five years ago. You are paying James four or five times as much as I am getting. I am worth just as much to you as James, and ought to be paid as much."

Mr. Johnson walked to the window and after a couple of minutes he turned to John. "John, there is a lot of noise out here on the street. I wish you would find out what it is all about."

"All right, sir."

In a few minutes he was back. "That noise is caused by some wagons. They say there are eighteen of them."

"What are they hauling?"

"I don't know, sir."

"Will you find out?"

"Yes, sir."

In a little longer time—"They are hauling wheat, sir."

"Where are they getting it?"

"I don't know, sir."

"Will you find out?"

"Yes, sir."

In a few minutes again. "They are hauling the wheat from Erie Elevator No. 10."

"Where are they hauling it?"

"I don't know, sir."

"Will you find out?"

"Yes, sir."

After a short interval—"They are hauling wheat to the dock."

"Where are they shipping it to?"

"I don't know, sir."

"Will you find out?"

"Yes, sir."

In five minutes more—"They are shipping the wheat to Liverpool, sir."

"Thank you, John. Sit down a minute!" Mr. Johnson pressed a button. "Send James in."

"James, are you very busy?"

"Not very, sir."

"I wish you would find out what is causing all this noise in the street."

"Yes, sir."

In about ten minutes James was back.

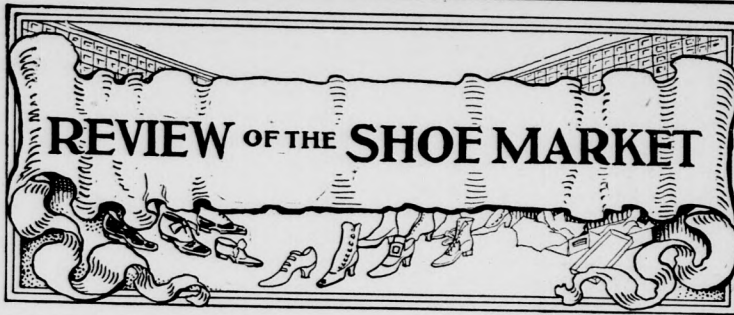
"There are some wagons, eighteen they say. They are hauling wheat from Elevator No 10 to the dock for shipment to Liverpool."

"Thank you, James, that is all."

Then he turned to John. "John, do you see the reason I can afford to pay James more than I do you? He had the same instructions you had. He got all the information in one trip and you needed five."

Matrimony is a sort of pay as you go taxi—and the longer you go the more you pay.

HAUSER-OWEN-AMES COMPANY
BUILDING CONTRACTORS
 GRAND RAPIDS, MICH.



Conserving the Health of the Feet.

Written for the Tradesman.

In this period of reaction from American prodigality and wanton wastefulness of our National resources and common goods, why don't we have more discussion of a constructive and practical nature on the conservation of the health of the feet of our people?

Children's teeth are examined at our public schools—why not their feet? Defective teeth should not be neglected, of course—neither should incipient juvenile foot ailments be neglected. Normal, healthy feet are even more vitally related to the general health, well-being and unhindered development of the child than sound teeth.

Not merely does the entire superstructure of the human body rest upon the feet as a foundation, but muscular stamina, nerve harmony and health, and mental vigor, poise and productiveness—all depend upon the health and correct functioning of the feet.

The human foot is a mechanical masterpiece built up of twenty-eight bones (including the two sesamoids), firmly jointed and laced together with powerful tendons and muscles—a superbly formed, highly sensitive organ whose business it is to sustain the body, bear loads and provide locomotion. Obviously any mechanical injury to the foot, any excrescent growth, or diseased condition, is (or may presently become) a serious matter.

Children nowadays are taught a little of pretty much everything in our schools—mechanical arts, sewing, gardening and what not; it looks as if a little time might be taken to teach them how to walk correctly, how to know when the shoe fits, how to select correctly built lasts, and how to co-operate intelligently with their parents or the family physician in counteracting incipient foot ailments or minor mechanical injuries to their feet.

Parents often make the mistake of letting little people have the deciding voice in the selection of their footwear—and it is characteristic of little people to be governed largely by outward appearances. A shoe looks pretty—appeals to the child's fancy—and that is the shoe mamma or papa must buy. It may be too narrow, or too short, or too tight across the instep, or too pointed at the toe, or otherwise unsuited; but the child will insist that it "fits" and "doesn't hurt a bit"—all because that particular shoe has made a hit with the youngster. Childish imagination

is a perfectly marvelous thing; and the charm of a shoe's externals often temporarily dulls the child to the presence of poor fitting qualities on the inside. This is true of children of both sexes—but more particularly with little girls.

Shoe dealers and clerks are often blamed without cause; but how can they help it when the kid is given carte blanche? It's often the case that the salesman must either acquiesce in the child's unwise selection, or miss the sale? Can you blame him for yielding, after having done the best he could to bring about a better choice?

The recent investigation of the subject of footwear undertaken and carried through with characteristic thoroughness by our Government, in order to ascertain the best type of shoe for our soldiers, has aroused a vital interest in the matter of correct footwear, not merely in this country but in other countries as well.

Now it is claimed that his shoes are the most important part of a soldier's equipment. Soldiers are on their feet for long hours at a stretch. They are required to march fourteen or fifteen miles a day; and sometimes—especially when on trench duty—do not have an opportunity to remove their shoes for days at a time. And so strenuous are the duties of the soldier in actual warfare that the average life of his shoes is from a month to six weeks.

Now it is imperative that a soldier be not merely able to accomplish long marches in a brief period of time, but he must also arrive at his destination feeling vigorous and fit. He must be an efficient fighting unit when he gets where he is going. Obviously he cannot possibly be in fighting trim if his feet are inflamed, blistered and full of torture. And he is sure to be in that condition if his shoes aren't what they should be.

The Government's method of investigation included a study of the footwear of the armies of other countries, anatomical studies of the human foot, correct ideas in last-making, right materials and processes in shoe-making, and the fundamental essentials in a truly anatomical—i. e. correctly-built, properly-fitted shoe.

A great many interesting and instructive experiments and tests were made. It would require entirely too much space to go into them at any length, but here is one showing how easy it is to be deceived by the appearance and seeming fit of a shoe. A body of several hundred soldiers were told to go and select shoes according to their

Rouge Rex Shoes

Stock No. 4260

A real good shoe for real hard wear.



The only true measure of shoe value is service; and when measured by this standard Rouge Rex Shoes are not found wanting.

Order now for your fall needs.

HIRTH-KRAUSE COMPANY

Hide to Shoe
Tanners and Shoe Manufacturers
Grand Rapids, Mich.

BIGGER, BETTER SALES ARE YOURS

If you will center your business on the H. B. HARD PAN (service) and BERTSCH (dress) shoes for men.

It is extremely difficult to OVER-ESTIMATE the importance of HEROLD-BERTSCH quality in your shoe department.

The extreme care taken to use only the best leather, trimmings, workmanship, etc., insures the same uniform wear-resisting qualities in every pair of shoes made in our factory.

ARE YOU CAPITALIZING FULLY THE GOOD NAME THESE LINES HAVE ATTAINED?

Think what their sale will mean to you in protection and profit.

For your convenience in ordering we carry a large stock of each number on the floor.

CONCENTRATE ON THESE LINES AND WATCH YOUR BUSINESS GROW

THEY WEAR LIKE IRON

HEROLD-BERTSCH SHOE CO.

Mrs. Serviceable Footwear

GRAND RAPIDS, MICH.

own ideas; that they were required to go on a long march, and that it was highly important that the shoes be right so they'd arrive at their destination in good shape. This point was especially impressed upon them.

Each man made his own selection and fitted himself according to his own ideas. At the end of the march seventy-two of the men, by careful examination, were found to be suffering from abrasions, blisters, or inflammation—due chiefly to short fitting. The foot is appreciably longer in standing than it is while one is sitting—and longer under a load than when one is carrying no burden. From a similar number of men, marching an equal distance under similar conditions—except that the latter were correctly fitted—only 22 per cent. of the men were found to have any abrasions or inflammation, and in the latter case most of the injuries were so slight as to be negligible.

Just the other day I heard a very bright old lady tell of an experience through which she recently passed, which throws an interesting bit of sidelight on this subject. I said she is a bright old lady. The phrase is hardly adequate—her intellectual qualities flash like sapphires. And she is distinguished in looks, possessing that rare charm of mature womanhood—rosy cheeks and snow-white hair. She is a platform woman, and travels from 15,000 to 25,000 miles a year, delivering lectures to young girls and women.

She said that about a year ago she found herself letting down. The strain was proving too much for her. Still she went on—driven forward by invincible determination; but often suffering torture while she spoke. Finally the collapse came. One day, in a Southern city, while facing an audience of a thousand women, she found her mind a perfect blank. The ideas she had so carefully gathered, and the sentences she had so studiously polished and rounded, suddenly went from her, leaving her grasping for thoughts and expressions that would not come.

She was suffering from an exasperating pain in the ball of the right foot that involved her limb and affected the whole nervous system. She walked with pain—dragged along in agony. Her rest was broken, and her health strangely impaired.

Some doctors told her it was sciatica—but, as such, it refused to yield to treatment. For a while she really thought her mind was going.

When the final break came, she went to a private hospital, and the physician diagnosed the case and found that her trouble was due to a mechanical injury to the foot. He recommended a chiropodist, and the foot specialist found that it was a very simple case of metatarsalgia, which readily yielded to treatment. And in just a few weeks she was restored to perfect health.

An ill-fitting shoe had done the damage. Cid McKay.

Other things are as scarce as the teeth of a hen—a rooster's, for instance.

Connecting Link Between Store and Public.

Retail shoe salesmanship is a highly specialized vocation. The Retailer has repeatedly sought to lay stress upon the higher appraisalment of it. An adequate knowledge of the responsibilities and possibilities of retail shoe salesmanship means much not only to the shoe dealer and the people associated with him in business, but also to people who patronize the store and wear shoes bought there.

Selling shoes advisedly, i. e., with due regard to price, fit, and individual style—and wear requirements—is a far more complex and difficult matter than handing over the counter a thousand and one other articles of merchandise that might be catalogued. A shoe is not only an article of wear, it is also a scientific product.

And one shoe differs from another shoe in particulars apparently small and unimportant, but not so in fact. So this simple word "shoes," although we say it glibly and the uninitiated are not greatly perturbed by the sound thereof, nevertheless suggests a not inconsiderable body of facts, histories, traditions, dreams and splendid achievements to one who knows.

The shoe salesman who ranks high in efficiency has added to his knowledge of human nature and the principles of selling quite a bit of clean-cut knowledge about shoes. His knowledge of leather, lasts and shoe-making, and his skill in supplying his customers with shoes that really fit—inspire and command respect.

If you have a penchant for fine phrases you may call it an art, a semi-profession, or an expert service; but if you have personal experience of the difficulties of it, you will not speak of it flippantly. It isn't that kind of a job. The shoe salesman, be it remembered, fits under matter-of-fact, rather than ideal conditions—and fitting properly, in spite of price—and stock-limitations, to say nothing of adventitious restrictions often imposed by the customer himself—well, it is not as easy as it sounds.

The retail shoe store's salesforce has been properly called the connecting link between the store and the public; and in order to keep this connecting link free from corroding influences and 100 per cent. efficient, the salespeople must not only be allowed, but actually encouraged, to act upon their own initiative and work out their salvation along the line of their natural bent. Shoe salesmanship is not to be judged by its conformity to uniform rules, but is best known by its sales. What the shoe dealer wants is results.—Shoe Retailer.

He is a dangerous man who thinks he deserves credit for keeping out of jail.

The Greatest Rubber Boot Value Michigan Ever Saw Hood's "Bullseye" Boot



Special Pressure Cured process

With White Rubber Sole and Side Foxing

Every dealer should have them No one should be without them

PRICE \$2.90 NET

Grand Rapids Shoe & Rubber Co.

The Largest Rubber House in the Central States GRAND RAPIDS

KNOW the Value of the product of your establishment and have the courage to ask a fair and consistent profit on work produced. Your customers will have more respect for you and you will also have greater respect for yourself.

Judson Grocer Co.
GRAND RAPIDS - MICHIGAN

THE FUSSY SALESMAN.

Over-Anxiety Has Wrecked Many a Career.

The fussy salesman is generally visionary and a good talker, judging from the ease with which he dispenses the "silver" article. Oh, no! a little thing like talk never troubles him. It oozes away like molasses from a stove-sprung barrel. Once fairly started, you might as well try to stop Niagara Falls as to shut him off. Control? It is as foreign to him as to a kite without a tail. The speed with which he can talk a customer into a sale and out again causes the Twentieth Century Limited to look like a snow-plow doing duty on a narrow-gauge track.

Talk is a mighty necessary thing in salesmanship, but an equally important thing is to know when to stop talking. And the most essential thing of all is to know how to talk and what to talk about.

The garrulous salesman is a blue-white optimist, seeing figures that exist only in the fluffy atmosphere in which he soars and soars. A few pounds of ballast accidentally taken aboard now and then allows him to navigate his airship close enough to reality in sales-making to convince the sales manager that he is not entirely shut out from view above the clouds of lost opportunities. In his futile efforts to "land" something worth while, he drifts aimlessly about with his drag-ropes out, lightly raking the field of opportunities over which he circles. If nothing goes wrong with the gas-bag, he feels that surely sooner or later he will hover long enough in the vicinity of a real proposition to permit his anchor to grapple and hold fast.

It generally happens that while this aerial performance is going on and his customer's patience is being tried with trifling things and meaningless sentences, Mr. Get Busy Salesman comes along and scoops up orders right and left under his very nose.

The salesman who wears his customer out with visionary yarns about himself, and what he intends to do but really never does, will amount to nothing more than a putterer. He is a constant source of concern to his house, until, conscious at last that "the jig is up" he takes himself off to other pastures where the grass looks greener. He floats around from one house to another, until, to his dismay, the truth is at last forced upon him that the richest fields on earth are not for him to enjoy. Passing into oblivion is with him like the character in "David Harum," on the death of whom, his neighbors, asking what was the complaint, were told, "No complaint at all; everybody is satisfied."

The fussy salesman and his over-anxious brother are in the same class in many respects. Each in his own way fails to accomplish results. There is hope that the latter will eventually enter into an active sphere of usefulness on learning how to temper his anxiety with a reasonable amount of judgment by aid of the rugged road experience. The former may as well

quit where he is and engage in some other line of business.

Zeal is an admirable and necessary quality in successful salesmanship, the excess of which rarely develops into a permanent or fatal malady. True, pitfalls are encountered now and then, but there is always a chance for the man with this failing, if he is honestly desirous of getting on in the world; while for the fussy fellow there is but a forlorn hope. He never seems to know how to get right down to business in dead earnest.

At times I like to indulge in baseball parlance, adapting the expressions of those engaged in the finest of all outdoor sports, the National game, to the qualities necessary in strictly up-to-the-minute business getting. Slogans of the diamond, such as "ginger up," "get in the game," "it only takes one to hit it," and "take a long lead off" are quite appropriate in salesmanship, and can be adopted with good effect.

Just here I am forcibly reminded of a character known as Fritz, who lined up with my home town base-ball team. It was in the year 1905. The team was making desperate efforts pennantward. The securing of that much-prized "rag" largely depended on the batting strength of the team. In every other respect they were thoroughly efficient candidates for the high honor that every man on the team was struggling with might and main to secure.

Fritz, the catcher, was one of the best in the business, but when his batting qualities were in question he made an ordinary "sand-lotter" look like a National Leaguer. It was always Fritz's turn to bat just when a hit was most needed to win the game. His intentions were of the best when he walked up to select his club. Most likely Fritz had never been told about the place that is paved with good intentions; but the "fans" had and when they saw him walk up to the plate their stock went down several points. The moment Fritz faced the pitcher he was attacked with stage-fright, and danced up and down so that he could not get his eye on the ball to save his life. He just stood there like the Fussy salesman and fanned and fanned and fanned, until the umpire called him out on strikes. His long suit was "hitting the air" and he was never broken of that habit.

A good story is related of two men, both expert swimmers, living in an American city. Their powers of endurance was the subject of admiring comment among their friends, who induced them to compete in a swimming-match. There was neither wager nor prize, but only a friendly contest to determine which was the better swimmer, there being an understanding that the backer of the loser should pay for a dinner for the whole company of spectators.

When the trial began for long-distance swimming, one of the contestants decided that he would force the pace from the outset. He shot ahead with vigorous, powerful strokes, and left his antagonist some distance behind. His friends cheered him ex-

ultantly from the shore, and shouted to him to keep up his good work. Excited by these outcries, he redoubled his exertions and increased his lead rapidly.

Meanwhile, his competitor was swimming with steadiness, with a stroke which he could easily maintain for the whole distance. He was not disconcerted by the frantic appeals of his friends to quicken his stroke. He was confident that his competitor was exhausting himself by over-exertion at the outset, and that the race would be won before it was more than half finished.

The two swimmers kept on without changing their tactics until the half-distance stake was not far away. The leader had ceased to gain upon his rival, who was beginning to lessen the distance between them. The first man was showing signs of distress, while the other was swimming easily and was apparently as fresh as when he started. At the stake the leader threw up his hands and cried out to his rival to come to his aid. The second man, calling up his reserve power, forged ahead with a few strong strokes, and came up in time to save the exhausted leader from drowning.

"Help me, ashore!" gasped the exhausted man. "The race is yours. You need not finish the course."

The weaker man was kept afloat until a boat could be sent to rescue him. Then the stronger man turned the stake and completed the course, swimming with the same long, deliberate stroke with which he had set out. When he went ashore to receive the congratulations of his friends he was apparently none the worse for his prolonged exercise in the water. His success was a triumph of judgment rather than of expert skill or physical endurance, while the other exhausted himself by overstraining unnecessarily in the first half-mile.

That swimming-match is a parable illustrative of many a failure in salesmanship and of many a successful career. Nothing is more dangerous than fussiness or over-anxiety in sales-making. It is the long, steady, deliberate stroke, with unused power in reserve behind it, that wins lasting success for the salesman, and makes him a candidate eventually for a junior partnership in his house.

I once had a friend who worked his way up in the dry-goods business from floor-walker in a retail store to the position of assistant silk-buyer in a large wholesale house. The firm of which I was a member was situated in the same block as the one in which he was employed. He came into my office one day and said: "I want your advice. We started together in the business race, but apparently you have been more fortunate than I, for while I am only a buyer's assistant, you are close to the head of your own concern. What is your formula?"

"No formula," said I. "Every man is the arbiter of his own business destiny."

I told him that fortune had not favored me any more than it had favored him; that I did not believe in

fortune anyway; and that the only way in which the success of any man could be achieved was by "keeping everlastingly at it." I knew he had changed about considerably, and when he had seen an opportunity had not taken advantage of it. Finally, I frankly told him that I thought in his case retarded advancement was due to his restless disposition more than to any other one thing. He seemed disposed to argue the question, which I answered by saying: "In every large institution there are many opportunities for a man to make the most of himself in a business way."

"Opportunity," said he, "that's it. That is what I came to see you about. This is my fourth year with my present firm, and while they are splendid people, I see no chance ahead of me for advancement. At least, it is a case of waiting for dead men's shoes. My salary of fifteen hundred dollars a year is inadequate for the support of a wife and three children. I have an offer from a large specialty house in another city to go on the road at an increase of one thousand dollars and it's a sore temptation; yet I dislike to leave the old firm. On the other hand the duty I owe my family is staring me in the face and I really don't know what to do. What do you think of it?"

"Well," I replied, "you also owe it to your firm and yourself to weigh this matter up very carefully. Personally, I believe in 'sticking to the bush.' Your opportunity will come in time. I would not like to advise you positively in a matter like this. A thousand-dollar raise is a big thing for any young man, but I would certainly consult with my firm, if I were you, before doing anything. Put the matter squarely before them. Let them advise you. They will not take advantage of you, and will no doubt make it an object for you to remain."

He departed, promising to do that, but the next I heard from him was that he had accepted the offer made by the specialty house, and had left the old firm, where he was well regarded.

Two months later the head buyer of the silk department of that house dropped dead in the office of a New York hotel, and my friend's old firm was obliged to go outside for some one to fill his place, a position that paid five thousand dollars a year salary, into which there was not the slightest doubt he would have stepped had he refused the other offer and remained where he was.

Many an over-anxious salesman fails to win ultimate success because he does not realize the opportunity that awaits him through conscientious, faithful labor and continued service in some one place.

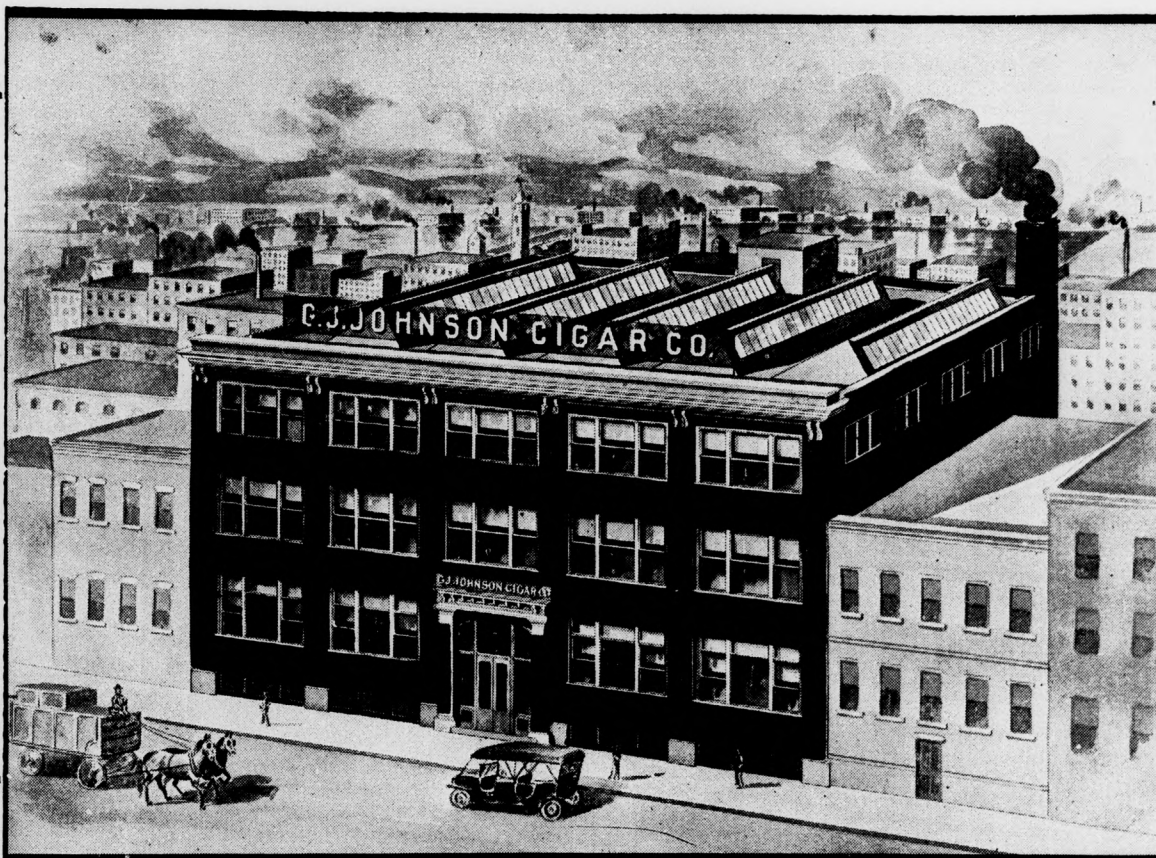
The calico-wrapper opportunity of the moment seems to obscure his vision from the sealskin-sacque opportunity of the future. He goes through life without any set purpose at all, with face turned away from the future and its rich possibilities, seemingly content to wander along, worrying in the present, anxiously occupied

The
Home
of the

Dutch Master



The
Master
Cigar



Where Sanitation
is Featured

G. J. Johnson Cigar Co.

Grand Rapids,
Michigan

with a superficial survey of things to the right and to the left, but never ahead and beyond. He is like the man who was so intent on watching what was passing in the street that he failed to notice the open coal-hole directly in his path, until suddenly he found to his astonishment that he was rapidly disappearing into inky blackness.

I actually knew a business man once who was quite handy with carpenter tools and enjoyed his annual outings at his summer home tinkering with all sorts of odd jobs requiring the use of saw and hammer. It occurred to him one day to build a boat-house over the river which skirted his country place. While sitting on a scaffold directly over the river, he was engaged in putting on the finishing touches, and found it necessary to saw off a cleat that hindered his work. It was late in the afternoon of the last day of his outing. Desirous of finishing his work before leaving for the city, he was rushing things. Grabbing a saw, he began with vigor to despatch what he supposed was the projecting piece, and did not notice that he was actually sawing into the scaffolding on which he was seated instead of the inoffensive cleat. The truth finally flashed on him with a crunching warning, and the next moment he found himself floundering in the river, wildly waving his saw and calling for help.

It does not pay to rush things. The Rome of salesmanship was not built in a day.

It is said of the English General Buller that "he never went around anything that he could butt his head through." And he continued that course in the Boer war, bringing all manner of disaster upon his command, which caused dread anxiety to the home authorities until his recall stopped his mad career. He was replaced by Lord Kitchener, the tactician, who was obliged to overcome Buller's blunders before he could hope to win a victory for England's forces, which he did in the end by his superior generalship.

The salesman who hopes to win real success must change his negative qualities into positive ones, and then stick to some good reliable house where his chances for growth are assured.

Returning from luncheon one afternoon, I was stopped just across the street from my place of business by a young man whom I had known as a boy, but had forgotten. Extending his hand, he said, "Hello, Mr. Moody! Don't you remember me?"

Failing to recognize him at first, I replied: "You've got the best of me this time, my friend. Your face seems familiar, but I can't recall your name."

"Why!" said he, "my name is B—. Don't you remember that we worked together as boys with the old firm of S. L. & Co.? You had the linen and white-goods stock, and I had the laces, just across the aisle."

"Yes," I replied, "I do remember you now, but that's a long time ago,

and many changes, have taken place on the street. The old firm has retired from business, but I presume you are still in the dry-goods line."

"No. I remained there but a short time after you left. I thought I wasn't suited to that line, and left to go into an insurance office. I soon found that insurance was not to my liking either, and then I tried the retail dry-goods business for a year or two. Realizing that there was no chance whatever in a retail store, I entered a business college to study book-keeping, but left the course unfinished on being told that if I intended making office work my life's aim I should commence at the practical end of things by taking a position in some large office; but—"

Not knowing where the narrative would end, but realizing that his story was a continued one, I interrupted him with—

"What are you doing now?"

"I'm studying electrical work in a big factory. No doubt there is a great field in that." Then, as if by second nature, he asked: "What are you doing now?"

Turning, I pointed to the wholesale store across the street which bore my name, saying simply, "I am connected with that firm!"

He seemed not to comprehend for a moment, but finally gasped, "You don't mean to say that you are one of the firm!"

"Yes," I said, "I am."

"Well! How on earth—" His face reddened and he did not finish what he was going to say. Instead he turned eagerly to me with—

"Can't you give me a place in your store? I don't get much pay where I am. Besides, I think that if I could get in with some one who knew me and would take an interest in me I could do much better." And then came the wretched admission that he was a married man and had a wife and two children.

I knew that his case was hopeless. He had tried and condemned himself in the story he had related of his wanderings, but for old time's sake I asked him to call at our office the next day and I would see what I could do for him. We needed an extra man in the shipping room, and gave him the place at a weekly salary of \$12—just double the amount he was receiving at the parting of our ways twelve years before. A raise of 50 cents a week per year for twelve years. Think of it! Yet there are many such cases.

I heard nothing from him for a few days, and then one night the door-bell rang at my residence, and our new assistant shipping clerk was shown in. I greeted him half-dressed, as I was going out for the evening. In some surprise I asked him what I could do for him.

"Well," he said, "you must excuse me for calling at your house, but as you have been kind to me I thought I ought to call and tell you that I am afraid I cannot do the work you have put me at. I don't seem to understand it, and rather than make mis-

takes which might embarrass you I have made up my mind to quit."

There was something delicate in that halting confession that touched me, but realizing that this was a case for vigorous action, if the man was to be saved for any good to himself or any one else, I determined to let my engagement wait. Taking a seat by his side, I gave him a heart-to-heart talk, in which matters were not minced regarding his past and checkered career. I pointed out that he really had a good opportunity at last to make something of himself; that I would go out of my way to help him and advance him as rapidly as possible, but that it was up to him to do the rest.

Our talk seemed to bolster him up somewhat, and he left promising to stick it out and do his best. Two months, however, of worrying along with him, in which many interviews took place, convinced us that he was a confirmed ne'er-do-well, and we had to let him out to continue his search for something that "exactly" fitted his capabilities.

I never heard from him after that, but there is little room for doubt that the unfortunate fellow is still looking for a job, a sad example of neglected opportunities and a lack of stick-to-it-iveness.

Opportunities don't often repeat; mistakes do.

The energetic, dead-in-earnest man creates confidence and success.

Don't let the self-satisfied and thoroughly contented persuade you that to-morrow's triumph will compensate for to-day's inaction.

To-morrow is a poor time to catch to-day's opportunities. Nothing great is ever accomplished without trained enthusiasm, persistent energy, and a determination to win.

The man who depends upon to-morrow's efforts is ever a pall-bearer at the bier of lost hopes and dead ambitions.

Results are the golden nuggets dug from to-day's opportunities by earnest endeavor and patient, systematic toil.

The faint-hearted man lacks the power to draw others to himself. He dissipates confidence, and fails utterly to secure prestige with those above him in authority.

A dead fish can float with the tide, but it takes a live one to swim against it.

In this progressive age a man's usefulness, like that of the postage-stamp, consists in his ability to stick to a thing until he gets there.

There is no use in mincing words. Let us look squarely at the facts as they exist, with a clear eye to bettering ourselves if possible. The fact is very clear and pertinent here, that we must meet our antagonists with their own weapons, hustle.

There are many salesmen in the world who persuade themselves into believing that to-morrow, next week, the week after, or next year will surely bring them the results they should have obtained to-day.

Not content with leaning on the broken reed of their own procrastin-

ating methods while others all around them are getting away from them a large share of business easily within their grasp, they try to argue away the chief point adhered to by their more progressive brethren in the race for sales,—namely, that "a bird in the hand is worth two in the bush."

Again I must ask the reader's forgiveness in relating a personal experience which seems to fit in right here. My sole purpose in relating this incident is to point out the reason why, in a certain class of salesmen, the negative qualities are outweighed by the positive. In any event, the reader will agree with me that our sins of omission, as well as those of commission, are traceable to our weaknesses, and also that a cure can be effected only through the development of strong qualities.

Our firm had experienced considerable difficulty in drawing business from the West and Northwest through Chicago to the smaller Eastern market in which our house was located. At different times we had employed two or three salesmen in that section without success. On looking the situation over, we concluded that it was necessary for a member of the firm to go out there and do a little missionary work. Having traveled there at an earlier period, I volunteered to make the trip.

The time to make an advance trip with fall goods being at hand: I immediately mapped up a flyer for ten days, at the end of which I was to meet our buyers in New York. There was no time to lose and keep the Eastern engagement, so I laid out the trip to make close connections.

The first town on the list was Oshkosh, Wisconsin. I arrived there at 4:30 on a hot June afternoon, and planned to get through and leave, if possible, on the 9:30 train the same night.

The sample-rooms were all taken at the Atherton Hotel, and I had to open my trunks in the billiard room, which was used for that purpose when the place was crowded. I made no attempt at a regular display, but simply arranged the trays to be gotten at handily.

Rushing out of a side entrance to make my first call, I ran into Oley, the Swedish porter, who stopped me long enough to say that two rival salesmen from Chicago had been there all day long winding up their summer business. Noticing my arrival and seeing me unpacking fall goods, Oley explained that they had said to him, "He'll have a fine time trying to sell winter goods with the thermometer 93 deg. in the shade. We have a small line of advance goods along with our summer stuff, but haven't tried to do any business. Why! You can't even interest the trade in stuff for present use, to say nothing of goods they'll not need for three months to come. He might as well close up and move on. We've been around sounding the trade, and that's the verdict."

"Give them my regards, Oley," I said. "Perhaps they are right, but I'm going to make a stab at it, any-

The Vinkemulder Company

Grand Rapids, Mich.



We are Headquarters for Peaches

This is the best season for peaches the retail trade has known for many years. Peaches are cheap in price and good in quality and can be advantageously handled in the small towns in straight or mixed carlots. Send us a memorandum of your requirements and we will fill your orders right. Our facilities are unequalled.

We operate at many outside loading points.

Take advantage of our thirty years of experience.

way. Maybe things are not so bad as they predict."

It was a walk of but two blocks to my first customer's store. A few pleasant greetings over, I explained that I was a little pressed for time, and followed up the remark with an earnest appeal for an immediate engagement.

Possibly the urgency of the whole thing impressed them; at any rate, they were over in my room at 5:30. Being quick buyers, they selected a bill amounting to \$350 by 6:30.

Snatching a mouthful of supper, I hurried back to the sample-room and selected a few samples of the best selling numbers. These I quickly packed into telescopes and boarded a car for the South side, across the river. The merchant I wanted to see kept open nights, and I was fortunate in finding him in.

Apologizing for troubling him at that late hour, I began unstrapping my cases, keeping up a running fire of selling-talk in the meanwhile. He protested that he didn't want to buy so far in advance of the season. Perhaps if I had had as much time in my hands as my Chicago rivals I would have listened to him, but I kept on, ignoring his protests as tactfully as possible, and finally caught his eye with an unusually attractive value in the velvet line.

He called a clerk, and together they took a few samples and retired to the rear of the store to compare them. They talked them over so long that I began to get nervous. It was 8 o'clock. But an hour and a half remained in which to return to the hotel, pack up, and catch the train. I was going to interrupt them, when they started towards me, talking earnestly and nodding their heads.

Something in the manner of the dealer told me that the deal was off. Sure enough. Handing back my samples, he said: "You've got some good values; in fact, I don't mind telling you they are a shade better than the samples sent me by the other houses. I will probably send you an order later on, but I don't want to place it now."

It took me less time to tell him than to write it that I wasn't trying to sell him a cat in a bag; that his own judgment confirmed the quality of my goods, that I had confidence in him, and hoped he had confidence in me; that nothing could be gained by either of us by delay; and if he wanted my goods it would be necessary to book his order right there, as I would not guarantee the prices for forty-eight hours.

That brought him around. When I said good-bye, the perspiration was running down my back, but I had his order amounting to \$450 safely tucked away in my inside pocket. That made \$800 for a few hours' work. It was reassuring, to say the least, when I thought of my two Job's comforters back in the hotel wishing me all kinds of good luck.

I made the train by the small margin of a hair; it was pulling in at the depot when I arrived. There was no time to check baggage. Quickly I

ordered the drayman to back right up to the baggage car and dump my trunks in without being checked. The station agent was one of the sort that every traveling salesman carries around a club for. He started right in to veto proceedings, but he was a minute late. The conductor shouted, "All aboard!" I threw a half-dollar to the driver, telling him to hurry and drive off. The train pulled out and I swung onto the rear platform. I stood there and waved my adieu to the enraged agent, but it was lost in the shuffle, for he was blessing the drayman in three languages.

The conductor let me into the baggage car. Handing the baggageman a cigar, I remarked pleasantly: "I had to break the rules this time brother. Will you please check these trunks to Green Bay?"

That was rushing things too much for comfort, but I really believe that some salesmen lose business by having so much time on their hands that they don't know what to do with it. Either they do not make the effort, or they talk their customers all around Robin Hood's barn, until patience ceases to be a virtue; the merchants give the orders to the man who attends to his business and then gets away as soon as he can.

Mind you, I haven't said, "Do as I have done, and you will succeed." Not at all; but rather, I have hinted that you should learn by mistakes how to avoid them.

Suppose that with a house of 100 salesmen we have fifteen that are full of faith in their house and their work, and eighty-five that stand out careless and indifferent. What can such a house do? Only fifteen are able to fight, and there are eighty-five fussy, feeble men to look after! Don't you see why that house can make no inroads on the trade of its competitors? Don't you see why it is that you haven't headed the sales list in your establishment since you first picked up your gripsack?

My plan is to take a common-sense view of the facts. I like to deal with facts. You can't get around a fact. Theories you can brush out of the way, but when you come to a fact you cannot dig under it, and you cannot jump over it; you have to meet it.

The general manager of the largest institution of its kind in the world was asked the question, "How do you measure the value of an employe?"

The answer was, "By the degree of supervision which he requires. The less supervision he needs, no matter what he is doing, the more valuable he becomes."

His next question was, "What is the cause of the need of supervision?"

Again the answer promptly came, "All supervision is caused by two classes of sins: First, sins of omission; second, sins of commission. If the employe in any capacity did not omit to do a thing which he should do, and in doing it committed no errors, then he would need no supervision, and his value would be at the highest." Walter D. Moody.

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PUTNAM'S
Double A

Bitter Sweet Chocolates

The Highest in Quality Greatest in Demand

If you are not supplied a postal card will bring them
Packed in five pound boxes

Vanilla, Pineapple, Orange, Lemon, Raspberry,
Walnut or Assorted.

Made by

National Candy Co., Inc.

Putnam Factory

GRAND RAPIDS

MICHIGAN

"STYLES THAT SELL"

SOFT
&
STIFF HATS

THE
NEWLAND
HAT

CAPS, GLOVES
&
MITTENS

We carry a complete line of the latest styles for prompt shipment

Mail orders solicited

Newland Hat Company

164-166-168 Jefferson Ave.

Detroit, Michigan

Fair Tickets Free!

To all our customers visiting

West Mich. State Fair

Grand Rapids

September 20-24



Come in and get your ticket from

The House of Quality

A. Casabianca & Son

Sparks From the Electric City.

Muskegon, Sept. 13—We hear many people talking peace, still the man who dishes out the wedding licenses at Chicago states that Sept. 4 was a record breaker. He issued 150 licenses.

Will Engle, the popular meat salesman, had his auto run into a freight car while he was in the house fixing up one of his orders. Will is so ambitious that his car has caught the fever and is always on the go.

Notice to shipping clerks and drivers who work at Hume Grocer Co.: Kindly refrain from putting jitney signs on Ernest Welton's car, as he intends to run it as a taxi soon.

Right you are, Jim Goldstein, two nice things to look forward to is the U. C. T. convention at Traverse City in June and A. W. Stevenson, of Muskegon for Grand Sentinel.

Our good looking Secretary, Harold Foote, called on us Saturday and, to our surprise, did not have his arm bandaged or walk on crutches. Keep up the good work, old scout, and keep out of accidents, as the U. C. T. needs the money.

If all of the traveling public who ride the trains going south to Chicago on the P. M. are interested in seeing a new train put on that will leave Muskegon about 6:30 a. m., making connection with the Grand Rapids-Chicago train at Holland, will write to P. Schnorbach, care of the Muskegon Chamber of Commerce, stating why they would like such a train to be put on and state they will patronize same, we think we will be able to see this new train in operation shortly.

E. P. Monroe is on the job, working even on Saturday, selling heavy hardware.

Chestonia Brubaker, of Mears, we are lost and can not be found unless you contribute your mite to the best trade paper in the world.

Have you paid assessment No. 128?

It is due and ought to be paid if you want your accident insurance kept up.

Boys, get busy and bring in some of your brother traveling men who do not belong to our organization. Do it for their sake as they need the protection and we need the members.

Some of the bunch must think that the scribe has moved or he has not paid his telephone bills and does not have any phone in his house. You are wrong, boys, our address is 142 West Western avenue or 59 Fourth street, telephones 1344 or 134, where we will gladly receive all the news.

A few of the members remarked to the writer that they miss some of his writings in the Tradesman every once in a while. Well, what can you expect when you all are quiet as mice and will not talk?

Our meeting will be Saturday, September 18. Please turn out and show Ernest Welton that you appreciate his efforts in making a larger and better Council than ever.

Milton Steindler.

Small But Satisfactory Gain.

Detroit, Sept. 14—According to officials, the advance in the common stock of the S. S. Kresge Co. to 160 can hardly be based on expectation of increased or extra dividends on the common stock. The present rate, 6 per cent. per annum, is to be continued for the remainder of the present year and in 1916. No additional dividends are to be paid.

In a statement, C. B. Van Dusen, Vice President of the company, is quoted as saying:

"There will be no change in the 6 per cent. dividend on our common stock either this year or next year. Rumors to the effect that we will declare an extra stock or cash dividend are untrue."

Since the first of the year the company has discontinued its policy of publishing sales at the end of each

month and therefore little is known of the comparative sales this year with last. In this regard Mr. Van Dusen is quoted:

"Comparing the sales of the stores which were operating the first eight months of the last year with their sales for the first eight months of this year, I should say that business is showing a small but satisfactory gain."

"When we include the fourteen new stores that have been opened since the first of the year, earnings show an exceptionally good increase over last year. But it must be remembered that new stores seldom, if ever, are profitable in the first year of operation, as the installation costs are heavy. For this reason heavy increases in sales from such a source would be misleading in that they would not result in a similar increased percentage of profit."

At the present time the company has 131 stores in operation, compared with 117 at the beginning of the year. In addition to opening fourteen new stores, six stores have been renovated and enlarged.

Moved Into New Store.

Manistee, Sept. 14—Frank J. Zielinski, for thirteen years a merchant of this city, has recently moved into a larger new building of this town, vacating the old location in which he started in business thirteen years ago at the age of 19.

He entered business in competition with five large and long established dry goods stores. He had a silent partner at this time, but he began carving out his career and managing his own affairs, and although another party has been interested in his business, the management has been left entirely to Mr. Zielinski, and the partner has never been active.

Thirteen years of constant attention to the wants of his patrons, of hard work and untiring efforts in

their behalf has won Mr. Zielinski the fullest measure of confidence of the buying public of Manistee and of salesmen who knew him through business dealings.

The new store into which Mr. Zielinski has just moved is one of the finest in the city and carries one of the finest lines of merchandise here. It is a credit to a city twice the size and has the appearance of a "large city" department store.

Mr. Zielinski's store has been known, and will continue to be known, as "Frank's Store."

The Task of Progress.

Great is he who consecrates himself! Even when overcome, he remains serene and his misfortune is happiness. Duty has a stern likeness to the ideal. The task of doing one's duty is worth undertaking. Truth, honesty, the instruction of the masses, human liberty, manly virtue, conscience, are not things to disdain. Indignation and compassion for the mournful slavery of man are but two sides of the same faculty; those who are capable of wrath are capable of love. To level the tyrant and the slave—what a magnificent endeavor! Now the whole of one side of actual society is tyrant, and all the other side is slave. A grim settlement is impending, and it will be accomplished. All thinkers must work with that end in view. They will gain greatness in that work. To be the servant of God is the task of progress.

Victor Hugo.

"An empty purse maketh a full heart," according to the proverb—but how about the stomach?

We Have the Most Complete Line of Flour and Feed in Western Michigan

NEW PERFECTION The Trade Winning Flour is Manufactured by Us

We Manufacture Scratch Feed and Chick Feed
Buckwheat Flour and Self-rising Pan Cake Flours
Cotton Seed and Oil Meal in Car Lots or Ton Lots
Grain and Feed of All Kinds

Watson-Higgins Milling Co.

Grand Rapids

Michigan

AUTOMOBILES AND ACCESSORIES

Public Will Settle Jitney Question.

Objection has been heard that jitney bus operators do not give proper consideration to their methods of securing passengers—carrying signs to indicate routes, examination of their vehicles, points at which they stop, and that overcrowding is permitted contrary to the requirements of safety; but it is apparent, according to a statement just issued by the National Automobile Chamber of Commerce, that these are details for proper regulation and do not effect the final determination of the question any more than improper operation of street cars in similar respects.

"Others say," the statement continues, "that the public has taken to the jitney bus merely as a novelty and that the trend will be back to the street car. This may be true to some extent, but of the many who ride for novelty, can it be expected that none of them will continue from preference?"

"On the whole, those who are attempting to forecast the future of the jitney bus to reach a sound conclusion, should avoid consideration of many details which will right themselves or be controlled by local regulation. It is going to resolve itself into a straight business proposition, for, as far as the public is concerned, patronage is undoubtedly assured, and to a greater or less degree, according to the competition which this new service will have to meet in the way of traction facilities, and it must not be overlooked that in many places the jitney bus will supplement, rather than compete with, trolley lines.

"The question is whether automobiles, new or old, and considering also the possibility of equipping old chassis with more suitable bodies, can be furnished at this stage of the industry and operated at a cost that will show a profit, assuming a proper and reliable service. On this depends whether the public will continue to have this service, which it wants, and not on any artificial consideration of its effect on the earnings and service of traction companies. If their earnings are impaired, it is only because the public, as a matter of choice, prefers this new method of transportation and the traction companies will get back their earnings if they are in position to meet the competition; if they cannot do so, their business will suffer exactly as any other business must take its chances with competitors.

"Interurban trolley systems are today existing on business which they have taken from the railroads, and those interested in the jitney bus will

see to it, so far as obstructive legislation is concerned, that they are given a fair opportunity to operate just as the traction systems look after their similar interests. To some extent the trolley lines will undoubtedly be able to hold and regain patronage; this will depend on local conditions, but it is certain that in many cases the flexibility of the automobile as to handling and new routes can and will both supplement and compete with the regular trolley lines and in many cases this service will be much preferred by municipalities and the public to a further extension of rails.

"The matter of license fees, routes, safety of machines, and ability of drivers to properly operate them are details that will be determined and regulated in a reasonable and proper manner."

—♦♦♦—
If you want to make a lazy man tired, offer him a job.

—♦♦♦—
Small men may acquire large tombstones.

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Association
of
Automobile
Owners
Organized
to
Save Money
on
Tires and
Accessories

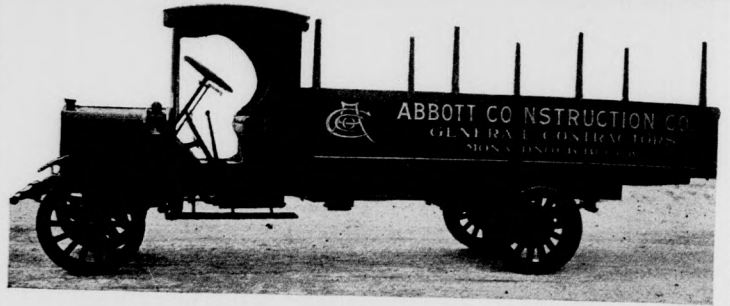
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Automobile
Owners
Purchasing Club

113 Crescent St., N. W.

Grand Rapids, Mich.



THE SILENT WORM DRIVE TRUCK

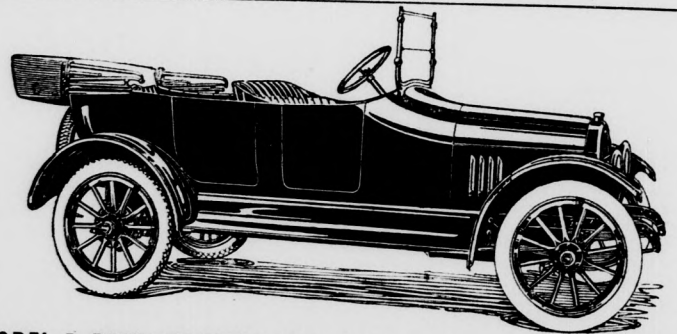
Every unit standardized

One to five ton capacity

SERVICE MOTOR TRUCK COMPANY

A. C. LUCE, Branch Mgr.

GRAND RAPIDS

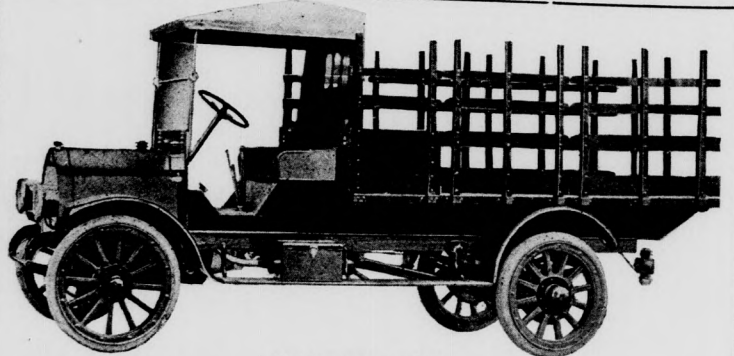


MODEL 5 DORT TOURING CAR, fully equipped with Electric Starting and Lighting and Demountable Runs, at the remarkable low price of \$650.00. See the DORT before you buy.

OSWALD MOTOR CAR CO.

66 SHELDON AVE., S. E.

GRAND RAPIDS, MICH.



THE MEMONINEE

MODEL C—1½ tons capacity, complete as illustrated \$2000 (F. O. B. Menominee)
Also made in ¾ ton, 1 ton and 2 ton models.

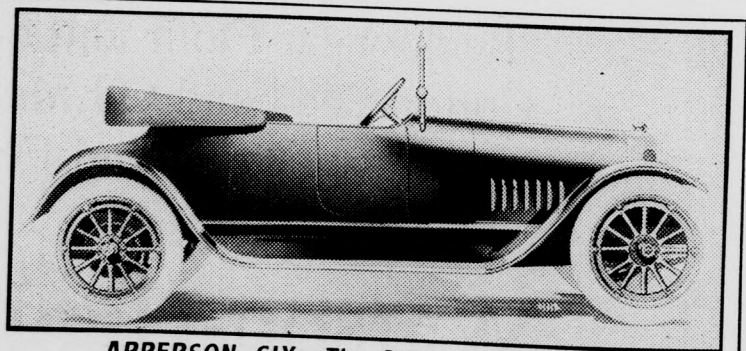
See them at the GRAND RAPIDS FAIR, Sept. 20-24, sections 7-9-11, Machinery Hall.

Built by D. F. POYER CO., Menominee, Mich.

BURTLESS MOTOR SALES CO.

Michigan Distributors, Lansing, Michigan

Good territory open to reliable dealers



APPERSON SIX—The American Beauty Car

Four Passenger Roadster, Aptly Called The Chummy Car, \$1550
Five Passenger Six, \$1485; Seven Passenger, \$1550

PHELPS AUTO SALES COMPANY,

Distributors APPERSON and KING Cars

Michigan St. and Lafayette Ave.
GRAND RAPIDS

Good Highways Biggest Asset.

Its system of improved, connected highways is New York state's greatest asset to-day, asserts former State Highway Commissioner John N. Carlisle in his annual report for 1914, just issued. Besides the direct value of the road system to residents, the improved highways attracted non-resident automobile tourists in great numbers, conservatively estimated at more than 250,000 cars, during the year and millions of dollars were left in the state by these tourists. Nevertheless, the commissioner, in his recommendations to the legislature, urges that "foreign cars using roads ought also to be required to pay some of the burden of maintenance"—forgetting, perhaps, that they pay large sums toward the maintenance of roads in their own states, over which New York state motorists travel without discrimination.

The state now stands first in highway construction, having completed and accepted 863 miles of road last year and contracted for 1,148 miles, a large amount of which is now open to traffic. Fully half of the whole system of nearly 12,000 miles of state and county highways laid out for improvement under the \$100,000,000 bond issues has been completed. If extended in a single line, the finished roads would reach from New York City to San Francisco.

The policy of the department has been to construct only heavy, substantial roads in the vicinity of large cities—either of brick or concrete, or with a concrete base, and where stone roads are designed, to build them with very heavy base. Nearly ninety-four miles of concrete and more than eighty-one miles of brick roads were built last year. Just half of the total of 863 miles improved were of bituminous construction and 258 miles were water-bound macadam. The maintenance of the great system of macadam and bituminous roads is now considered the most intricate problem connected with the state highway work.

British Makers Fear Loss.

British manufacturers of motor cars and their agents are not unnaturally uneasy in regard to the effect that the American competition will have on their good-will after the war, according to The London Truth.

"All are engaged on war work with depleted staffs, and they fully realize that nothing will be as usual when we have done with the ugly business on hand. They realize, too, that the good-will of a motor concern has nothing like the permanent value of certain other established trades. Interests and opinions are ever changing, and consequently a car that is popular to-day may be superseded by another and more attractive and cheaper one to-morrow.

"The particular difficulty which they have to contend with at the moment is not the shortage of men due to so many having joined the army, or the partial disorganization of their resources to meet the nation's requirements, but their impotency to arrest the incursion into their best

markets of so many new American traders who seem to have waited for the war to let loose a flood of new designs at astonishingly low prices. Will they be able to get their trade back? Is what they are asking themselves; and will the government, for whom they are making so many sacrifices, come to their assistance by taxing American vehicles?

"The issue is thus confused by introducing politics into business. Happily they are all working at a profit while the war lasts. That is guaranteed by the state, and as the value of good-will in the motor trade is largely sustained by judicious advertising, they are exhorted in a technical contemporary to renew their publicity schemes in order that they may not be forgotten when peace comes.

"This is sound advice, even though it is offered by an interested party, because the public has a short memory; and a further reason why it should be acted upon is supplied by recent history, which records a larger percentage of new makers and new designs in the short space of two years than at any other period since the inception of the industry. Many of the leading firms are avoiding this risk by carrying out their contracts, even though they are unable in some cases to execute a single private order; but there are, as one publicity expert put it, many shirkers doing remarkably well, who, thinking to save a few hundred pounds, stand to lose thousands and their good-will into the bargain.

EIGHT CYLINDER KING



King Eight Truths

The King Eight will duplicate any stunt that any automobile, at any price, will perform, and the King Eight sells for only \$1350.

The King Eight can take any of Grand Rapids hills on high so easily that it makes the owners of luxury priced cars sit up and THINK.

Fifteen to twenty miles to a gallon. Economical on Oil, Tires and Repairs.

Make your Demonstration Appointment

Phelps Auto Sales Company

Western Michigan Distributors for The New King Car and the Apperson Supplies and Accessories

Michigan Street and Lafayette Avenue Grand Rapids, Mich.



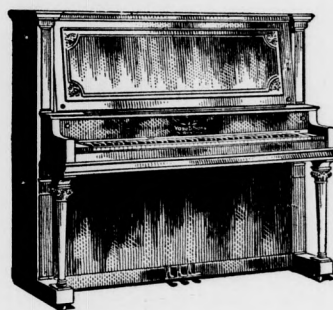
**The New Cadillac Eight—
The Ideal Family Motor Car**

FOR the man who is particular as to the car he drives the selection for the coming season should be easier than ever before. The new eight cylinder Cadillac is more than ever in a class by itself—for distinctiveness, for beauty of design, for smoothness and for all around built-in value. The price of your motor car is soon forgotten—it is service and satisfaction that makes or mars the pleasure of motoring.

Buy a Cadillac Eight for permanent enjoyment and freedom from trouble. See the Cadillac Exhibit at the West Michigan State Fair.

*It's Better to Buy a Cadillac
Than to Wish You Had*

Western Michigan Cadillac Co., Ltd.
OSCAR ECKBERG, Mgr. 19-23 LaGrave Ave.



PIANOS

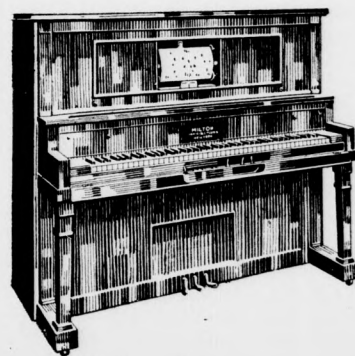
Chickering
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Herrick
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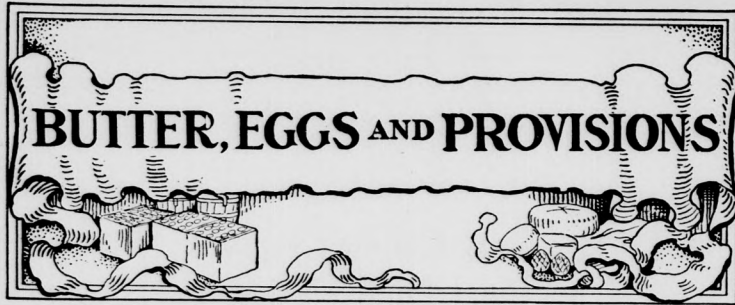
THE HERRICK PIANO CO.

35 No. Ionia Ave. Way To Depot
GRAND RAPIDS, MICH.

SEE US
at
the
FAIR

Sept. 20 to 24





Michigan Poultry, Butter and Egg Association.

President—H. L. Williams, Howell.
Vice-President—J. W. Lyons, Jackson.
Secretary and Treasurer—D. A. Bentley, Saginaw.

Executive Committee—F. A. Johnson, Detroit; Frank P. Van Buren, Williamston; C. J. Chandler, Detroit.

How to Measure an Ounce.

Here is a help for the busy housewife. Cut this out, paste it on a card, and keep it in your kitchen or cooking pantry where you can see it. Many a recipe calls for "one ounce" of some ingredient and as scales are not always handy and weighing takes up valuable time, this table will prove a help and a time-saver:

An ounce of granulated sugar equals two level tablespoonfuls.

An ounce of flour, four level tablespoonfuls.

An ounce of butter, two level tablespoonfuls.

An ounce of ground coffee, five level tablespoonfuls.

An ounce of cornstarch, three level tablespoonfuls.

An ounce of thyme, eight level tablespoonfuls.

An ounce of grated chocolate, three level tablespoonfuls.

An ounce of pepper, four level tablespoonfuls.

An ounce of mustard, four level tablespoonfuls.

An ounce of salt, two level tablespoonfuls.

Tainted Corned Beef.

If you find that the meat which you are corning is absolutely sound before going into pickle, then the taint is probably due to your method of packing. All beef that is corning, and rump beef especially, should never be packed tightly in the vat, as this prevents the pickle from permeating the meat as it should. This will result in the outer part of the meat being corning properly, but in the inner part, and especially that part around the bone, being tainted, as the pickle has not been able to penetrate far enough to preserve it. Pack your meat more loosely; in fact, it is a good plan to let it float. Before going into the vat the meat around the bones in the rumps which are to be corning should be loosened with a long, thin, sharp knife, so that the pickle shall have every chance to penetrate it.

After Bad Eggs In Indiana.

Orders have been issued from the offices of the State Board of Health at Indianapolis for all food inspectors of Indiana to give special attention during August and September to the egg situation.

Regular inspections are to be made

and dealers who handle bad eggs are to be prosecuted. The State department, under the leadership of State Food and Drug Commissioner H. E. Barnard, is making a special effort to stop the sale of uncandled eggs. In writing to inspectors regarding the egg situation, Mr. Barnard says:

"When a man sells a bad egg, treat him just as if he sold bad meat or rotten potatoes. It is up to him to candle his eggs and know that they are sound."

Ju-t Country Relatives.

She—Been away in the country, haven't you?

He—Yes, visiting some people I used to know when I was a boy.

She—Particular friend?

He—Oh, no; father and mother.

Watson-Higgins Milling Co.

Merchant Millers

Grand Rapids :: Michigan



Every Housewife likes a change. Suggest

Mapleine

for delicious flavor where flavor is needed. Makes fine syrup.

Order from
Louis Hilfer Co.
1503 State Bldg. Chicago, Ill.
CRESCENT MFG. CO.
Seattle, Wash.

Rea & Witzig

PRODUCE
COMMISSION
MERCHANTS

104-106 West Market St.
Buffalo, N. Y.

Established 1873

Live Poultry in excellent demand at market prices. Can handle large shipments to advantage. Fresh Eggs in good demand at market prices.

Fancy creamery butter and good dairy selling at full quotations. Common plenty and dull.

Send for our weekly price current or wire for special quotations.

Refer you to the People's Bank of Buffalo, all Commercial Agencies and to hundreds of shippers everywhere.

Make Us Your Shipments

When you have Fresh Quality Eggs, Dairy Butter or packing stock. Always in the market. Quick returns.

Kent Storage Co. Grand Rapids, Mich.

POTATO BAGS

New and second-hand, also bean bags, flour bags, etc. Quick shipments our pride.

ROY BAKER

Wm. Alden Smith Bldg. Grand Rapids, Mich.

Get your peaches from the South Haven Fruit Exchange SOUTH HAVEN, MICH.

Quality and Pack the best you ever saw

You can get car load lots or express shipments

Telephone, telegraph or write for your daily supplies

We know we can please you

South Haven Fruit Exchange South Haven, Mich.

The Vinkemulder Company

Jobbers and Shippers of
Everything in

Fruits and Produce

Grand Rapids, Mich.

Churned Fresh Every Day

MR. MERCHANT:—Are you sure that the butter you are using is satisfying your trade? If not, try

Blue Valley Butter

A perfect spread which is carefully made by expert butter-makers who produce good butter from the finest material that the dairy farm can produce.

Good dealers demand BLUE VALLEY BUTTER every day, because good butter alone gives them "perfect satisfaction." Furthermore it cannot be duplicated because it is marked by its uniform quality that guarantees the trade the same quality at all times. Orders filled promptly.

BLUE VALLEY CREAMERY CO., Grand Rapids, Mich.
Largest Exclusive Manufacturers of Pure Cream Butter in the World

Mail us sample any Beans you may wish to sell.

Send us orders for **FIELD SEEDS.**

Both Phones 1217 MOSELEY BROTHERS Grand Rapids, Mich.

The Business Salesman.

There is a well-nursed delusion prevalent among business men holding subordinate positions, that the fellow who sticks to his office desk and assiduously applies himself to the transaction of matters as they come in, will accomplish as much, if not more, than he who devotes a part of his time outside affiliating in a convivial way with those from whom he hopes to obtain business. Inscrutable perception is not necessary to pronounce this a grave mistake. The head of any commercial house will readily point to the salesman who is the best "mixer" as the man who turns in the largest volume on business annually. This need not be interpreted as placing a premium upon or indorsing over-indulgence in effervescences, but rather the cultivation and exercise of affability and comradeship, if they are not innate characteristics.

To point out the greatest factor in business-getting to-day would be an act of arrogant assumption, but if one pauses long enough to consider the most successful business men among his acquaintances—men who occupy the most prominent and high-salaried positions—he will conclude that they are the cordial fellows who pass many hours hobnobbing with others, reciprocally.

There was a time when orders could be secured by mere personal contact—a meeting in which cold business acumen, void of all semblance of urbanity, was displayed in a purely give-and-take manner. But it is not so to-day. Keeness of competition in commercial matters has created a demand for a different type of man. This is an age of "specialists"—the "all-around" man is sought for only occasionally. With the revolution of business conditions there has come a demand for men possessing personal magnetism, inherent or acquired, compounded with astuteness, and withal, honesty.

Several important corporations might be mentioned that make it a rule to maintain memberships for their employes in specific organizations, for the sole purpose of cultivating personal acquaintance, the expense of which is considered a thoroughly legitimate outlay.

Courtesy Brings Big Returns.

After the nations of the world have proved that they are through with war by melting up all their armaments, the great reform next in order will be that of instituting universal courtesy. This reform may be said to be on its feet, even at the present time, but it is wobbly-legged and needs a great deal of encouragement.

We have some very courteous individuals in our midst, most of whom were born that way and who insist on staying that way despite all temptations to the contrary; but we have some who are almost hopeless.

Courtesy is just another name for unselfishness. The greedy-self-centered individual is never courteous, no matter what kind of manners he displays in public. Courtesy does not reveal itself for effect; it is not cal-

culating. It acts out of the promptings of consideration for the just claims and rights of others, and, in smaller matters at least, it is even willing to make sacrifices. It is the sense of services revealed in action.

When you give your neighbor a smile instead of a frown you do him a real service for you cause him to smile and be happy. It is courteous, therefore, to smile.

When you smother the needless word of criticism you save someone a pang. It is courteous, therefore, to control your tongue.

It doesn't matter very much at just what angle you tip your hat to a lady, although it is commendable to regard such points. The important thing is to look like you were glad of the opportunity to tip it. That is the real courtesy.

If the world would start out to-day to follow two rules—smile and avoid mean gossip—it would be almost civilized at the end of the year.

Heaven goes by favor, not merit. If merit won, your dog would go in and you would remain outside.

Mark Twain.

Light Double Driving Harness

Bridle—5/8, box loop, overcheck. Hames—Nickel or imitation rubber.

Traces—1 1/4-7 ft. single strap. Pads—3 inch beaded edge housings.

Lines 1 in. x 1 1/8 hand parts. Neckyoke straps 1 1/4, choke strap 1 inch, Nickel or Imitation rubber trimming, hand made from selected oak tan leather. Price \$37.50.

SHERWOOD HALL CO., LTD.
30-32 Ionia Ave., N. W. Grand Rapids, Mich.



RESCENT FLOUR

"Mother's Delight"
"Makes Bread White and Faces Bright"
VOIGT MILLING CO., GRAND RAPIDS, MICH.

Michigan's Raincoat House AT YOUR SERVICE



The "Frog" Brand Coats are clean, well tailored garments. In grades from \$2.00 to \$10.00.



TOWER'S FISH BRAND

Copyright, 1913, by A. J. Tower Co.

You know what the Tower "Fish" Brand slickers are. We have a full stock.

Get our swatches and catalogues.

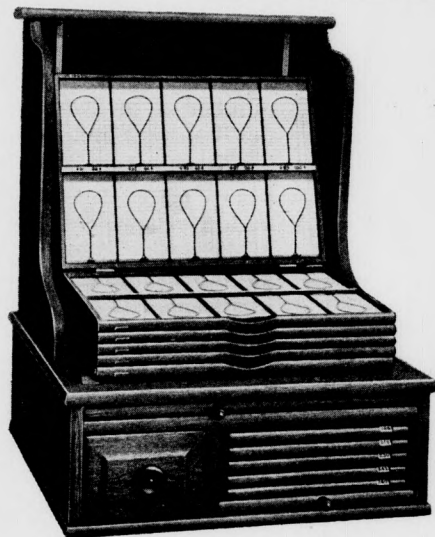


Tarp (Squam Style)
Fish Brand @ \$2.20 per dozen
Yellow or Black

Grand Rapids Shoe & Rubber Co.

THE MICHIGAN PEOPLE

GRAND RAPIDS



McGRAW ACCOUNT REGISTER
Price \$75.00 Holds 260 Accounts

OUR GUARANTEE

The McGraw Account Register is sent out on a 30-day actual use test, under a positive guarantee to be the best method ever devised for keeping accounts.

Try it out side by side with any other make, regardless of price, and if we do not make good, return at our expense.

COULD AN OFFER BE MORE FAIR?

Special Half Price 30-Day Advertising Offer \$75.00 for \$37.50

Protect Your Accounts Against Fire!

Save the Time and Cost of a Bookkeeper
Solid Oak Case, hand rubbed and polished
A Beautiful Store Fixture
The best material used in every part
Will last a business life-time

"Ship 1,000 Sales Books. The Register is working dandy."—CRYSTAL SUPPLY CO., Rawl, W. Va.

"We are highly pleased. This is the only way to keep accounts and never have an account disputed."—ATCHLEY BROS., Gen'l Store, Rankin, Tenn.

"It saves us so much book work."—A. D. WHIPPLE, Dry Goods, Groceries and Hardware, Arlene, Mich.

"It has taken the place of a bookkeeper, which saving alone has paid for it several times over."—W.M. ANDERSON GROCERY CO., Detroit, Mich.

TRY IT OUT FREE

McGRAW ACCOUNT REGISTER CO. Detroit, Mich.

Ship via Freight, as soon as possible, f. o. b. Detroit, One McGraw Account Register, at \$37.50. 260 account capacity.

To be returned at your expense within 30 days from arrival at my R. R. Station if not satisfactory. Otherwise I will keep the Register and pay 5 easy monthly payments of \$7.50 each—total \$37.50.

Signed _____
Town _____ State _____

CONQUERED A CONTINENT.**America's Greatest Opportunity Now Confronts Her.**

Written for the Tradesman.

When a man, sauntering briskly along, gets an unexpected jolt, he reels for a minute. Then he gathers himself together, and sails right ahead.

If he lies down, and keeps on lying down, you know he's not a genuine man.

America, this last year or two, has been jolted.

The jolt hasn't stopped America's progress. It has merely altered a little the manner of that progress.

A few years ago it was a careless, genial saunter.

Now it is a grim, determined, forceful march ahead.

America of to-day is the sum total of all the Americans who have gone before. The characteristic of Americans in all ages is that they have maintained the march of progress. Starting at the Atlantic is passed the Alleghanies, passed the Mississippi, passed the Rockies—through forests, across deserts and over mountains—and flung an advance guard across terrible wastes to the North Pole itself.

And the America that has done this is merely the sum total of all the individual Americans who, in the past, as to-day, voluntarily constitute the republic.

It is the individual American—aggressive, undaunted, resourceful—who has made the America of to-day.

It is the American of to-day who has in his hands the making of the America of twenty years hence.

If America in this year of stress has shown a hint of halting or hesitancy, the remedy lies with the individual American.

That remedy is a new birth of courage.

Between the Atlantic and the Pacific, between the Rio Grande and the Great Lakes, there is ample ground for courage to firmly plant its foot. In the record of the years behind, there is splendid example to stimulate the American of to-day to greater heights of endeavor and achievement. What has always been the Land of Opportunity is, more than ever before, the Land of Opportunity.

What is needed to open the doors of opportunity?

Merely the courage to go determinedly ahead?

What do American records of achievement tell? Who are the men who have done things? Who have made possible the impossible—who have achieved the unattainable—who have won where there was no chance of winning—who have planted a republic of a hundred million on the site of a wilderness?

The men who—in the face of all difficulties—have gone resolutely ahead.

It is the individual American—resourceful, resolute, unconquerable—who has made America.

National achievement, after all, is merely the sum total of the achievement of the individual. That is a

thought which must be hammered home. Insofar as old world nations have fallen and are falling short, the fault lies with the lack of room for individual growth. Insofar as America has achieved and excelled, the credit must go to the greater scope for individual development.

If there is any hint of faltering in America's advance, individual courage and initiative must restore the momentum.

The individual, left to his own resources, becomes resourceful and achieves. The individual, learning to rely upon his fellows, loses initiative and falters. If America seems for a moment to hesitate, it is because Americans have come to depend upon leaders and laws and policies too much and too little upon themselves. The sum total of a host of hesitant, doubtful individual is a stagnant community. The sum total of a host of resourceful, aggressive individuals is a progressive, advancing community.

Michigan Knitting Co'

Manufacturer of

**Sweaters, Sweater Coats
Hockey Caps, Gloves, Mittens
and Knit Goods Specialties**



Above illustration shows our No. 510 Sweater Coat with shawl collar (single thickness), medium weight, any color desired.

Illustrated catalogue on application or sample assortment sent on approval.

Michigan Knitting Co.
Lansing, Mich.

At "Purity Patent" Mills

**The Millers Are Expert
Bread-Makers**

They have originated and always kept up the high standard of quality in Purity Patent Flour by knowing how to make good bread. Every single sack that leaves the mill is guaranteed.

Send us your order or write for
exclusive sale on

PURITY PATENT

for your market.

We are located at the corner Scribner Ave. and G. R. & I. R. R., close to all freight houses with minimum haul for all deliveries. Our Elevator, Flour, Feed and Hay warehouses have side track delivery. We carry a full line of Badger Dairy and Horse Feeds, Dried Brewer Grains, Beet Pulp, Oil Meal, Cotton Seed Meal, Bran, Middlings, Etc.

YOURS FOR BUSINESS

Grand Rapids Grain & Milling Co.

L. FRED PEABODY, Manager

**A Recommendation
For Investors in Stocks**

The Consumers Power Company (Michigan) controls water power and steam generating and electric properties supplying electricity for light and power to a number of prosperous and important communities in the Southern Peninsula of Michigan. Each year since its organization the Consumers Power Company has been able to increase substantially its earning capacity, both gross and net. For the twelve months ending July 31, 1915, this Company had gross earnings of \$3,602,490, an increase of 8.43%, with a net gain of 17.80%, and an increase of 36.38% in surplus over the preceding twelve months, after all charges had been paid. The duplication value of the property of the Consumers Power Company is materially in excess of all of its outstanding bonds and preferred stock. The Preferred Stock at its present price of 94 and dividend is, we believe, one of the most attractive investment stocks in the market.

*Tax Exempt in Michigan**Send for Circular E-43 which contains full information***Hodenpyl, Hardy & Co.**

Incorporated

Investment Securities**First National Bank Building**

NEW YORK

CHICAGO

CHICAGO

Insofar as America has achieved great things, it is due to the American's willingness to stand alone if need be for what is right, to attempt things single handed, to go resolutely forward, no matter what the odds. America will continue to achieve so long as there lives in her sons that same spirit which conquered the wilderness, faced the savage unafraid and dared the dangers of the unknown without faltering. To lay firm hold himself upon this spirit of daring enterprise and, by his precept and his example, to infuse it into others, is the immediate duty of every American who would be worthy of his birthright.

Whatever external conditions may be, America is great in opportunity, self-sustaining in resources, and the same courage which peopled the wildernesses and conquered the deserts in the past is able to overcome whatever difficulties may encompass the future. Analyzed, the direct difficulty is, not external, but within the individual soul; the timidity which fears to venture upon untried paths, and will not breathe the pure, clear air of out-of-doors, so essential to health and vigor, because a distant cloud gives hint of rain.

Exaggerated caution never made an individual wealthy or a nation great. Success is not for the man who waits until the sky is clear and success assured, but for the man who ventures forth while the clouds still hang heavy and grasps the opportunities which his more cautious fellows fear to touch.

"I lead; let others follow!" is the watchword of the true American. It should ring most clearly above the storm of stress of troublous times. It is the battle cry that has conquered a continent. It will conquer

for America the greatest of her opportunities, which now confronts her. Victor Lauriston.

It Doesn't Pay.

It doesn't pay to hate.
It doesn't pay to quarrel.

How often have I seen men who imagined they had a grievance go out on a search "in order to have an understanding," as they expressed it; and in brooding as they walked they would work themselves to such a state of frenzy that by the time they reached the object of their search they would be unfit to talk, much less reason.

It doesn't pay to hate anybody or anything. One may feel justified because in the end he cannot injure the thing he hates. He can injure only himself by disturbing his peace of mind—and that gone, the satisfaction he seeks against others is his personal loss.

The world is filled with trials, but after all they are only trifles. At least one can make them so by mapping out for himself a still higher sphere in which to move.

When a man is surrounded by those who prove thorns in his side it is a simple lesson that if he would avoid his unpleasant condition he should look where there is a broader and higher type of manhood. So, after all, he can blame himself for being out instead of in that channel where he properly belongs.

It doesn't pay to hate anybody. If you can't love or respect a fellow creature, pity him and walk away.

Look upward. Walk upward.

Pessimism dwarfs and dries up the soul; it kills ambition.

A boy on mischief bent may go straight to the bad.



While at the Fair

Stop at the
**New Pantlind
Hotel**

Absolutely Fire Proof

**500 Rooms
Rates \$1.50 up
European Plan**

J. BOYD PANTLIND, Prop.



Morton House

J. BOYD PANTLIND, Prop.

Rates from \$1 up

European Plan

Unexcelled Cuisine
Finest Grill Room in the State
An excellent place to stay while visiting the

West Michigan State Fair

Hong Far Lo Co.--Hong Ying Lo Co.

CHAN HOY, Manager

American and Chinese Cafes Extraordinary

Across from the Pantlind Hotel

While at the Fair eat with Chan Hoy

188 MONROE AVE.
Over Idlehour

Special American Style
Luncheon Served Daily
from 11 a. m. to 8 p. m.

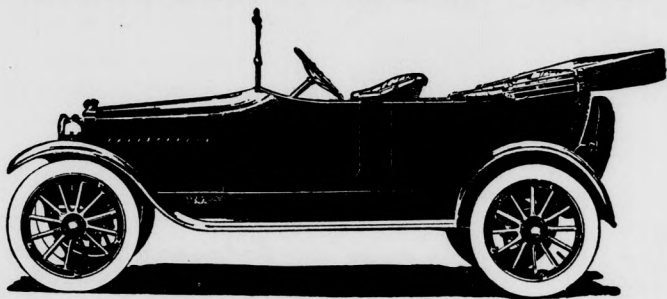
Chop Suey and American
Short Order Service any Time
from 11 a. m. to 2 a. m.

CAMPAU SQUARE
The Old Familiar Place

Rare Dishes of the Orient
Banquets and Mandarinic
Dinners given Special Attention

American Style Short Order
Service Featured
11 a. m. to 2 a. m.

SAXON SIX \$785



**The Equal of Any \$1200 Car
on the Market**

Territory in Mecosta, Ionia, Ottawa, Allegan and Barry Counties open for live dealers. Do not delay if interested. See our exhibit Fair week. Write for terms.

GRAND RAPIDS SAXON COMPANY
572 Division Avenue, South

Here's Your Opportunity

to equip your store with

Up-to-date Fixtures "New" or "Used"

We will take your old ones
in exchange

Grand Rapids Store Fixture Co.
No. 7 Ionia Ave., N. W. Grand Rapids, Mich.



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 Grand Counselor—Walter S. Lawton,
 Grand Rapids.
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 Grand Past Counselor—Mark S. Brown,
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 Grand Secretary—Maurice Heuman,
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 Grand Conductor—John A. Hach, Jr.,
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 Grand Page—W. T. Ballamy, Bay City.
 Grand Sentinel—C. C. Starkweather,
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 Grand Chaplain—A. W. Stevenson,
 Muskegon.
 Grand Executive Committee—E. A. Dibble,
 Hillsdale; Angus G. McEachron,
 Detroit; James E. Burtless, Marquette;
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 Next Grand Council Meeting—Traverse
 City, June 2 and 3, 1916.

Michigan Division T. P. A.
 President—D. G. MacLaren.
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 C. E. York, W. E. Crowell, C. H. Gall-
 meyer, Frank W. Clarke, Detroit.
 State Membership Committee—Frank
 H. Mathison, Chairman.

No Age Limit for the Man Who Sells Things.

Next to being turned down in his first town, the youthful first-tripper encounters no greater discouragement than that of his initial meeting with the professional pessimistic old-timer, with his perpetual frown.

A few words with this grumbler cause the young man to feel that the whole world of salesmanship is a dismal slough; that nowhere in the great desert of commercial life is there a single oasis where the dusty, travel-stained wayfarer may rest his tired limbs and take fresh hope with which to renew his arduous journey. Nothing in the wide, wide world is as good as it used to be; everything is on the highway to perdition. If some genie could only come along and by a wave of the hand and a "Presto, change" turn the whole business world backward twenty-five or thirty years to where it was when he first took up his gripsack, then the traveling man would have a fair chance.

Where is the commercial traveler who has not encountered him and given him a wide berth? He is to be seen in the hotel lobby, disputing his bill with the clerks because something or other went wrong. Next he is found quarreling with the baggage agent at the depot for charging too much excess on his trunks. In the smoking compartment of the train he is telling the boys—if he is fortunate enough to have any listeners—that business has gone to the dogs, and that a traveling man's life at best is nothing but a weary pilgrimage.

If he has a beaten path, he is soon

singled out as a bore and left to himself. For the same reason he loses business, his customers finding pleasure in giving their favors to the man who approaches with a light step and a cheery smile.

Not all old-timers are of this class by any means, but there are enough of them to warrant a passing glance at the type. The best thing for any young man to do is to leave him severely alone to continue his grumbling where no harm may be done.

No character is more beautiful in the business world than that of the man of advanced years who has come all the way down through the trials and uncertainties of a busy career and preserved a cheerful disposition and optimistic temperament, keeping step with all the changes that betoken progress in any line of industry.

You cannot go forward to any prize without leaving behind many things that seem desirable.

Honest admiration for progress is an incentive to good work; it develops and gives strength to all the ambitions.

Among commercial travelers there are many men of actual ability whose entire lives have been thrown away because of their bitter hatred for and constant opposition to progress of any sort. A habit of mind once formed is hardly ever lost; and there is no more common habit, unfortunately, among this class than that of envy and bitterness toward innovations. Among salesmen how many words are wasted in decrying the real worth of others! A successful salesman, old or young, is too busy to think of changing times or of what others are doing, unless it be to look occasionally with approval and admiration at the progressive and the successful and say, "I am glad that times are growing better," or "I am pleased he is doing so well. I shall try to improve also."

Do we not all know instinctively, as soon as we hear a man talk optimistically or praise another freely and highly, that the man who talks thus is himself on the right track? And do we not all know that the man criticizing, attacking, and belittling real effort is small, and growing smaller?

Unless the heart is light, we cannot keep pace with the times.

"Bigotry puts blinders on the best of men."

The value of keeping step is humorously illustrated in a story I once heard Alexander H. Revell, a prominent Chicago merchant and public-spirited man, tell on himself.

In the year 1877 he joined a regiment of state militia. On a certain public occasion before Mr. Revell had graduated from the awkward squad, the regiment turned out on dress parade, he being given the end of a line in the march. He had a maiden aunt with soldier blood in her veins, inherited from colonial days. She, with others, had a prominent place in the store window facing the line of march. As the regiment appeared, her enthusiasm knew no bounds. The old-time spirit fired her blood, as she fairly glowed with satisfaction, commenting on each company as it passed. When the company arrived in which her nephew was marching, she was observed to wear an expression of perplexity, and was heard to remark: "Look! look at that company! Every single man is out of step except my nephew Alexander."

(Continued next week.)

HOTEL CODY

EUROPEAN

GRAND RAPIDS, MICH.

Rates \$1 and up. \$1.50 and up bath.

Livingston Hotel

Grand Rapids
Mich.



FINE CAFE
IN
CONNECTION



Entertainment
Every Evening

Eat at Snyder's New Restaurant

while attending the
West Michigan State Fair
41 North Ionia Ave.
4 doors north of Tradesman

The Hotel Barry

Hastings, Michigan

Re-opened for Good

Parlor Sample Rooms

Free Auto to and from all Trains

I will please you if given an opportunity
Ask the Boys

GEO. E. AMES, Prop.

Fireproof Hotel
450 Elegant Rooms
*1.00 per Day - up
3.00 with Bath
*2.00 per Day - up
German Restaurant
Clark St. near Jackson Blvd.
Chicago



If your eyes need attention, don't hesitate. Get my expert advice now.

Glen F. Smith
OPTOMETRIST :: OPTICIAN

Eyes Examined
Glasses Fitted

Steglich Jewelry Store 29 Monroe Avenue

Cable Piano Company

MANUFACTURERS OF PIANOS AND PLAYER PIANOS



Extends an invitation to all
Visitors to Grand Rapids, dur-
ing Fair Week, to either visit
our Fair Exhibit or our Sales
Rooms in the Livingston Hotel
Building.

Cable Piano Co.
Grand Rapids, Mich.

Signs of Prosperity

An evening's stroll along the beautiful White-Ways of our cities will show you many signs of prosperity—Electric Signs. And if you will take pains to notice, you soon will see that the prosperous concerns are those whose brilliant white electric signs are the most conspicuous objects on the dark background of the evening sky.

It Pays to Attract the Evening Crowds

Many of the people who crowd the streets in the evening are out to make purchases for which they have no time during the day. Dark show windows and poorly lighted store interiors fail to attract attention, much less trade. The crowd seeks the well lighted streets, likewise the brilliantly lighted show windows.

A good Electric Sign and a well lighted store is "A Profitable Investment."

We are at your service.

Consumers Power Co.

Grand Rapids, Mich.

Was It a Moral Victory?

Detroit, Sept. 14—I am aware that I dissent from the well-nigh universal judgment of the American press, when I assert that the surrender of the German government in the matter of the submarine warfare is not a moral victory.

A moral victory is won only when both parties yield to the force of moral reasons, when considerations of right, justice, and humanity determine the issue.

The German government does not surrender to the force of moral reasons; it does not acknowledge the justice, the moral right of our contention; it acknowledges no moral wrong, no violation of justice or humanity, in the submarine warfare against unarmed vessels. The German government does not yield to the force of Mr. Wilson's reasons, his moral appeals, and, had he continued merely to make them with never so much patience, gentleness, and dogged persistence, he might have gone on doing so to the end of the chapter, and the submarine would have continued its murderous work. It was only when another appeal was made, another note was sounded—the only kind of note to which militaristic Germany can respond—that the German government halted the submarine attacks. The German government has simply taken counsel of military expediency in deciding to discontinue these acts of aggression on our citizens. Our friendship is merely a military asset. For military reasons only the German government prefers to have us friendly instead of being in the list of the enemies of Germany at this present time. I admire the fine idealism of Mr. Wilson, his splendid reserve, his unwearied devotion to what he conceives to be the cause of National, of universal, righteousness and welfare, but what I appreciate in this eleventh hour, in his dealing with a

nation whose supreme principle is force, is a manifestation of the spirit which all our great Presidents have shown in National crises.

John E. Russell.

New Fiber for Manufacturing.

Saginaw, Sept. 14—There have been placed on exhibition in the Board of Trades rooms several handsome and substantial sweaters manufactured from the new Saginaw fiber discovered by Sidney S. Boyce of this city. Mr. Boyce has been working on this material for some time and is enthusiastic over its possibilities. He calls it ozone silk and believes it can be spun and used in manufacturing many articles, mixing it with silk, cotton, wool, etc.

He has had the sweaters manufactured to show what can be done with the fiber and he hopes to arouse sufficient interest in Saginaw that a plant may be established here for the manufacturing of this fiber into all kinds of wearing apparel.

The fiber comes from a plant which grows abundantly in swamps and has been considered as useless heretofore. Mr. Boyce's discovery may, however, result in it being cultivated and in building up a new industry. He is well advanced in years, and is thoroughly experienced in this work, having aided in the establishment of linen and other plants in the early days. The sweaters are strong, appear attractive, and clearly show the wide possibilities of this fiber.

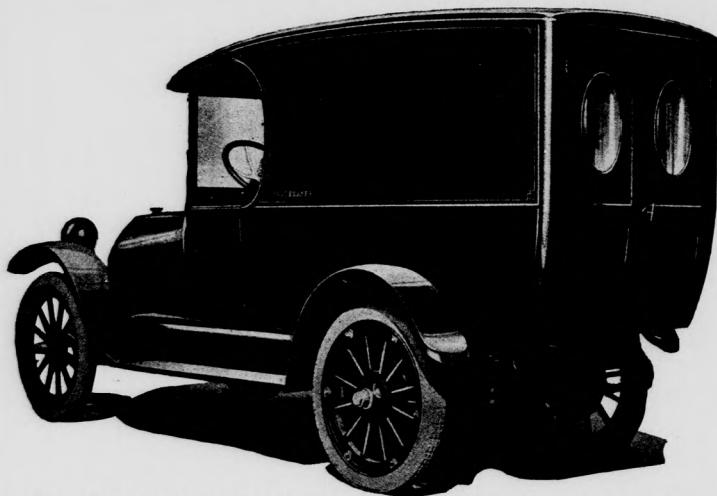
Some men try to hide their light under bushel while some others make a fireworks display.

UNIVERSAL CLEANER

Great for the pots—great for the pans
Great for the woodwork—great for the hands.

ORDER FROM YOUR JOBBER

Studebaker



The Panel Body Delivery Car. \$875 F. O. B. Detroit

All New Studebaker Models will be Displayed at West Michigan State Fair

Peck Auto Sales Co.,

DISTRIBUTORS

Ionia Ave. and Island St.

GRAND RAPIDS, MICH.

The Preferred Stocks

of the

American Public Utilities Co.

**Wisconsin-Minnesota Light
& Power Co.**

Utah Gas & Coke Co.

are

**Excellent Investments for
Conservative People**

Managed by

Kelsey, Brewer & Co.

Michigan Trust Building
Grand Rapids - Michigan

While at the Fair stop at the Hotel Herkimer

EUROPEAN PLAN—75 CENTS AND UP

Rooms with Private or Detached Baths
Good Service Excellent Restaurant
Courteous Treatment Dairy Lunch Room
Everything Right Sensible Prices

Five Main Car Lines to Door

A House of Comforts—Wonderfully Clean

Division Avenue at Goodrich Street, S. W.
GRAND RAPIDS, MICHIGAN

Use Tradesman Coupons



**“Nope! Couldn’t Wait!
Had to Get it Myself!”**

There’s always a lively demand for your store and your goods when you handle



Crescent has a reputation of *50 years' standing*—That means *Easy Sales*.

Crescent is being *aggressively pushed*—the demand is large and constantly increasing—That means *Quick Turnovers*.

Crescent is *always uniform*—it is made on honor and sold on merit—That means *Satisfied Customers, Growing Sales, and an Enduring Foundation for Future Business*.

Any way you look at it, **Crescent** is the best. You can't make a mistake when you stock it.

Drop us a card for information regarding our new and unique co-operative advertising and selling campaign—it's an epoch-making opportunity for *live, wise* Grocers.

“Makes Bread White and Faces Bright”

VOIGT MILLING COMPANY, GRAND RAPIDS, MICHIGAN

Extent of the Damage by Frost and Drought.

Harrison, Sept. 10—Probably a conservative estimate of the damage would be 50 per cent. Corn was badly cut; also late potatoes. In most places only the tops of bean vines were cut and as beans were fairly well filled it may not damage them much; but on the low land it took everything, so a 50 per cent. estimate is about O. K.

William Murphy.

Lake George, Sept. 10—The loss in this locality is as follows: Corn, 50 per cent.; potatoes, 40 per cent.; beans, 40 per cent.; cucumbers, 90 per cent.

Frank A. Luce.

Edmore, Sept. 8—A. E. Curtis, of this town, who has several acres of white beans out on contract in this vicinity, advises the writer that about one-tenth of the white beans have been destroyed by the recent frost. We should judge that the same percentage would be fair for the potato crop. The writer has been at Stanton and Lakeview paying off our farmers for their pea crop and what information he could get from the different farmers, about 125 in number, they do not seem to think that the sweet corn has been damaged to any great extent. When the writer was over through Howard City and Croton Dam Monday, I saw several big fields of field corn that had been completely destroyed. Just what proportion of the corn and lima bean crop has been injured I do not know exactly, but would figure around about one-tenth would be a fair estimate.

C. J. Jones.

Goldstein's Tribute to the Tradesman.

We take great pleasure in extending birthday greetings to the Michigan Tradesman on the thirty-second anniversary of its birth, which is to be fittingly celebrated this week by the publication of a 100 page paper. If more editors pursued the high ideals and honest policies which have been guiding stars in the long and useful editorial career of E. A. Stowe, there would be fewer fakes in politics and business and the world would wag along on a much higher plane. Our ideas are often at variance with those of the Tradesman (and vice versa), but no one can for one moment doubt the editor's honesty of purpose. No article was ever refused space in the Tradesman simply because its policies were not in harmony with those of the editor; in fact we honestly believe Mr. Stowe likes a man better who does not agree with him than he does a man who coincides with him on vital questions of the day, because such difference

gives him opportunity for an argumnet, in which he usually acquits himself well and frequently emerges triumphant. The writer considers it an honor to be connected with a publication whose editor cannot be bought, bullied and cajoled and who cannot be swerved one iota from the path of duty, as he sees it.

Hon. E. N. Bates, formerly engaged in the mercantile business at Moline, has decided to locate at Lynn Haven, Florida. He has already purchased a small tract of land there and erected a permanent home thereon. Mr. Bates at one time conducted a very successful cheese factory at Moline and served the Michigan Dairymen's Association as President. He was a member of the Michigan Legislature from Allegan county four terms—two terms in the House and two terms in the Senate. He was Speaker pro tem of the House during one session. The removal of Mr. Bates from his long-time residence at Moline is a great loss to Michigan and a corresponding gain to Florida, which will have no more patriotic and public spirited citizen than Mr. Bates.

The Grand Rapids Dry Goods Co. sold \$600 worth of goods last week to the Warner Valley Mercantile Co., Plush, Oregon. The goods were shipped by rail to the nearest rail point to destination, whence they will be taken up into the mountains by eight-horse teams.

James M. Goldstein, the versatile dry goods salesman, is out on the warpath with his lines of underwear and hosiery. He will be in Grand Rapids in about a week and will, as usual, receive a warm welcome.

"So Long as Cities Continue to Grow, Their Gas, Electric and Transportation Properties Will Grow with Them"

United Light & Railways Co.

Controls Gas, Electric and Transportation Properties Supplying Service to a Population Aggregating 538,117.

The Communities Served are located in the most fertile section of the Middle West—in the States of Iowa, Illinois, Indiana, Michigan and Tennessee.

The growth of these Communities in the Census period of 1900-1910 was at the average rate of 33.17 per cent., an average increase per annum of 3.32 per cent.

State, School or Directory Census of these communities for 1915 indicates that this average increase per annum has been exceeded in the five years since the last Federal Census, showing a *Prosperous Condition* to exist.

The Gas, Electric and Transportation Properties Serving These Communities Have Kept Pace with the Growth of their Population.

This makes for *Stability of Earnings*, and "*Stability of Earnings Establishes Security.*"

The Bonds, Notes and Preferred Stocks of UNITED LIGHT & RAILWAYS COMPANY are based on such properties, showing a high percentage of *Increase in Earning Power* from year to year.

Investment of Savings requires the most careful investigation of all conditions surrounding the Securities offered to investors. Reputable Brokers are supplied with all material details concerning the operations of this Company, and will impart this information on request.



A Macey suggestion solved this merchant's problem

Macey makes a great many things to help merchants.

One is a wonderful memory jogger for the business man—the Auto Memory Calendar, a simple little affair for your desk that is constantly on the job for you—it won't let you forget.

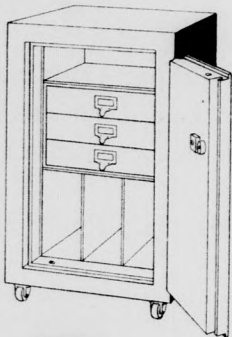
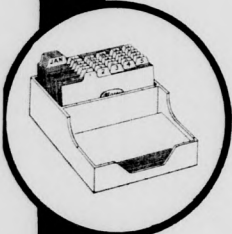
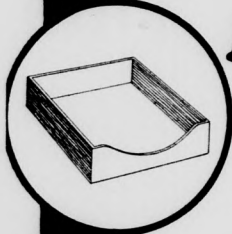
Important papers, left lying loose on the desk, frequently get lost, and cause no end of trouble. Macey feather weight trays keep every letter and paper in orderly arrangement so that you can find it instantly.

Are you risking the loss of valuable documents and records by fire? Somebody's store burns every day—yours may tomorrow. A Macey Helfite Safe will preserve your records in the hottest fire—and at a very small cost. Helfite Safes are made in all sizes and interiors.

The Macey Inter Service Association is working out all kinds of business routine problems for merchants with similar business to yours.

If you have some difficulty—how to keep a stock record, maybe—we will gladly show you the methods other merchants have found successful, and devise a practical working plan for you.

If Macey products are not sold in your town we will send you a descriptive booklet and advise you how to secure them.



The Macey Co
Grand Rapids Mich

BE SURE

and make your reservations in advance for accommodations at the

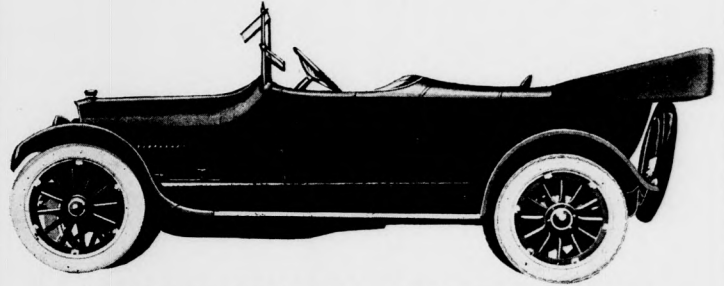


New Hotel Mertens

Fair Week. Rates \$1 to \$2. Cafe in connection
Prices Reasonable

C. M. LUCE, Proprietor

REO THE FIFTH



AND THE REO SIX

are two of the most standardized cars in the world. Reo consistency has set a new world's record

REO Six, seven passenger 45 horsepower
REO the Fifth, five passenger, 35 horsepower

Write or Phone

W. D. VANDECAR

Citizens Phone 5088 129-131 Jefferson Ave.
12 Years a Reo Distributor Grand Rapids, Mich.

C. E. BELKNAP, President

J. F. HENDRIKSEN, Secretary

H. P. BELKNAP, Treasurer

Belknap Wagon Co.

COMMERCIAL
AUTO BODIES

LARRIES AND
DRAYS

MILK
AND BAKERY
WAGONS



FREIGHT TRUCKS

FARM AND
FRUIT WAGONS

HIGH GRADE
BUSINESS
WAGONS

Sole Manufacturers of the

Belknap Patent Sleighs and Belknap Patent Orchard Wagons

Grand Rapids, Michigan

Thomson & McKinnon

BROKERS
123 Ottawa Ave., N. W.
Stocks, Bonds, Grain and Boston Coppers
Members of all leading exchanges

Telephone Main 218
Citizens 8063

H. N. Harris & Co.

Stocks, Bonds, Grain and Provisions
Private Leased Wire

Suite 236 Powers' Theatre Building.
Telephones:
Bell M. 1900; Citizens 5843

Peoples Savings Bank

S. W. Cor. Monroe and Ionia Aves.

GRAND RAPIDS, MICHIGAN

Capital Stock \$ 100,000.00
Profits 162,696.68
Deposits 2,000,000.00

There is nothing in Safe Banking that we cannot do for our depositors

WM. H. GAY, President
E. D. CONGER, Vice President

T. WM. HEFFERAN, Cashier
WM. SMITTON, Asst. Cashier

Our Holiday Sundry Line is Now in Grand Rapids

To our Customers and Friends:

You are all aware that we open our sale of Holiday Goods at Sault Ste. Marie in the month of July each year and thereby take care of our customers in the Upper Peninsula. This line embraces a carload of goods and we ship them for exhibition during August to Saginaw, and return them to Grand Rapids September 1st. They will be on exhibition and ready for visiting buyers in our large and beautiful sundry room on the morning of September 7th with our Mr. Dudley in charge. We extend to all our customers and friends an earnest invitation to see this line as early as possible so we may have the advantage of a little time to give your orders careful attention and fill them to the best possible advantage.

It would be advisable to write us or telephone us, giving the dates when it will be possible for you to visit Grand Rapids. We will make as usual a liberal allowance upon the expense of the trip and again ask for an early acceptance of this invitation.

Yours respectfully,

Hazeltine & Perkins Drug Co.

SPECIAL PRICE CURRENT

AXLE GREASE



1 lb. boxes, per gross 8 70
3 lb. boxes, per gross 22 70

BAKING POWDER

K. C.

10 oz., 4 doz. in case Doz. 85
15 oz., 4 doz. in case 1 25
20 oz., 3 doz. in case 1 60
25 oz., 4 doz. in case 2 00
50 oz., 2 doz. plain top 4 00
50 oz., 2 doz. screw top 4 20
80 oz., 1 doz. plain top 6 50
80 oz., 1 doz. screw top 6 75
Barrel Deal No. 2
8 doz. each 10, 15 and 25 oz. 32 80
With 4 dozen 10 oz. free Barrel Deal No. 2
6 doz. each, 10, 15 and 25 oz. 24 60
With 3 dozen 10 oz. free Half-Barrel Deal No. 3
4 doz. each, 10, 15 and 25 oz. 16 40
With 2 doz. 10 oz. free All cases sold F. O. B. jobbing point.
All barrels and half-barrels sold F. O. B. Chicago.

TELFER'S Dry ROAST COFFEE



Jamo, 1 lb. tin 31
Eden, 1 lb. tin 27
Belle Isle, 1 lb. pkg. 27
Bismarck, 1 lb. pkg. 24
Vera, 1 lb. pkg. 23
Koran, 1 lb. pkg. 22
Telfer's Quality 25 19
Mosan 18
Quality, 20 16
W. J. G. Tea 37
Cherry Blossom Tea 37
Telfer's Ceylon 40

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

FLAVORING EXTRACTS

Jennings D C Brand
Extract Lemon Terpenless
Extract Vanilla Mexican
Both at the same price.
No. 1, F box 7/8 oz. ... 85
No. 2, F box, 1 1/4 oz. 1 20
No. 4, F box, 2 1/2 oz. 2 25
No. 3, 2 1/4 oz. Taper 2 00
No. 2, 1 7/8 oz. flat 1 75

SOAP

Lautz Bros. & Co.
Acme, 70 bars 3 05
Acme, 100 cakes, 5c sz 3 75
Acorn, 120 cakes 2 40
Cotton Oil, 100 cakes 6 00
Cream Borax, 100 cks 3 90
Circus, 100 cakes 5c sz 3 75
Climax, 100 oval cakes 3 05
Gloss, 100 cakes, 5c sz 3 75
Big Master, 100 blocks 3 90
Naphtha, 100 cakes .. 3 90
Saratoga, 120 cakes .. 2 40

CHARCOAL

Car lots or local shipments, bulk or sacked in paper or jute. Poultry and stock charcoal.

M. O. DEWEY CO., Jackson, Mich.

COFFEE OLD MASTER COFFEE



Old Master Coffee 31
San Marto Coffee

Roasted
Dwinnell-Wright Brands



White House, 1 lb.
White House, 2 lb.
Excelsior, Blend, 1 lb.
Excelsior, Blend, 2 lb.
Tip Top Bland, 1 lb.
Royal Blend
Royal High Grade
Superior Blend
Boston Combination
Distributed by Judson Grocer Co., Grand Rapids;
Lee & Cady, Detroit; Lee & Cady, Kalamazoo; Lee & Cady, Saginaw; Bay City Grocer Company, Bay City; Warner, Jackson; Godsmark, Durand & Co., Battle Creek; Pielbach Co., Toledo.



Royal Garden Tea, pkgs. 40
THE BOUR CO., TOLEDO, OHIO.



The only 5c Cleanser

Guaranteed to equal the best 10c kind
80 - CANS - \$2.90

BLUING
Jennings' Bluing
Small C P Bluing, doz. 45
Large C P Bluing, doz. 75

CRACKERS

National Biscuit Company Brands
In-er-Seal Trade Mark Package Goods
Per doz.
Baronet Biscuit 1 00
Flake Wafers 1 00
Cameo Biscuit 1 50
Cheese Sandwich 1 00
Chocolate Wafers 1 00
Fig Newton 1 00
Five O'Clock Tea Bot 1 00
Ginger Snaps NBC 1 00
Graham Crackers 1 00
Lemon Snaps 50
M. M. Dainties 1 00
Oysterettes 50
Pretzeens 50
Royal Toast 1 00
Social Tea Biscuit 1 00
Saltine Biscuit 1 00
Saratoga Flakes 1 50
Soda Crackers, N.B.C. 1 00
Soda Crackers Prem. 1 00
Uneda Biscuit 50
Uneda Ginger Wafer 1 00
Vanilla Wafers 1 00
Water Thin Biscuit .. 1 00
Zu Zu Ginger Snaps 50
Zwieback 1 00

Other Package Goods
Barnum's Animals ... 50
Soda Crackers NBC 2 50
Fruit Cake 3 00

Bulk Goods

Cans and boxes
Animals 12
Atlantics, Ass'd. 13
Avena Fruit Cakes .. 12
Bonnie Doon Cookies 10
Bonnie Lassies 10
Banquet Wafers 20
Cameo Biscuit 25
Cecelia Biscuit 16
Cheese Tid Bits 20
Chocolate Bar (cans) 20
Chocolate Drop Center 18
Chocolate Puff Cake 18
Choc. Honey Fingers 16
Circle Cookies 12
Cracknels 20
Cream Fingers 14
Cocoanut Taffy Bar ... 15
Cocoanut Drops 12
Cocoanut Macaroons 18
Cocoanut Molasses Bar 15
Cocoanut Honey Fingers 12
Cocoanut Honey Jumbles 12
Coffee Cakes Iced ... 12
Crumpets 12
Dinner Pail Mixed ... 10
Extra Wine Biscuit .. 10
Family Cookies 12
Fig Cakes Ass'd. 10
 Fireside Peanut Jumb 10
Fluted Cocoanut Bar 12
Frosted Creams 10
Frosted Ginger Cook. 10
Frosted Raisin Sqs. .. 10
Full Moon 10
Ginger Drops 13
Ginger Gems Plain ... 10
Ginger Gems, Iced ... 11
Graham Crackers 9
Ginger Snaps Family 3 1/2
Ginger Snaps Round 9
Hippodrome Bar 12
Honey Fingers Ass't 12
Honey Jumbles 12
Household Cookies .. 10
Household Cooks. Iced 11
Imperials 10
Jubilee Mixed 10
Kaiser Jumbles 12
Lady Fingers Sponge 20
Leap Year Jumbles ... 20
Lemon Biscuit Squar. 10
Lemon Cakes 10
Lemon Wafers 18
Lemona 10
Lorna Doon 18
Mace Cakes 10
Mary Ann 10
Manlalay 10
Marshmallow Pecans 20
Mol. Frt. Cookie, Iced 11
NBC Honey Cakes ... 12
Oatmeal Crackers ... 9
Orange Gems 10
Oreo Biscuit 25
Othello 15
Penny Assorted 10
Picnic Mixed 12
Raisin Cookies 12
Raisin Gems 12 1/2
Reveres Ass'd. 17
Rittenhouse Biscuit .. 14
Snaparoons 15
Spiced Cookie 10
Spiced Jumbles, Iced 12
Sugar Fingers 12
Sugar Crimp 10
Sultana Fruit Biscuit 25
Sweethearts 18
Vanilla Wafers 20

Butter

Boxes
N B C Square 7 1/2
Seymour Round 7 1/2
N B C Sodas 7 1/2
N B C Picnic Oysters 7 1/2
Gem Oysters 7 1/2

Soda

N B C Sodas 7 1/2
Premium Sodas 8
Select Sodas 10
Saratoga Flakes 13
Saltines 13

Oyster

N B C Picnic Oysters 7 1/2
Gem Oysters 7 1/2
Shell 8 1/2

Sugar Wafer Specialties
Adora 1 00
Nabisco 1 00
Nabisco 1 75
Festino 1 50
Festino 2 50
Lorna Doone 1 00
Anola 1 00
Champagne Wafers .. 2 50

Above quotations of National Biscuit Co., subject to change without notice.

FITZPATRICK BROTHERS' SOAP CHIPS

White City (Dish Washing) 210 lbs. 3c per lb.
Tip Top (Caustic) 250 lbs. 4c per lb.
No. 1 Laundry Dry 225 lbs. 5 1/2c per lb.
Palm Pure Soap Dry 300 lbs. 6 1/2c per lb.

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.

For Rent—Modern store building, 22 x 129 feet, well lighted and ventilated, new display windows; best location in thriving college town, 44 miles east of Chicago. Terms, liberal. Address, J. W. Sieb, Valparaiso, Indiana. 446

Good opening for general merchandise stock in small town. For particulars write, B. B. Basore, Galva, Kansas. 447

For Sale—Electric shoe repair shop. A 1 proposition. Invoice \$1,200, sell for \$650, half down, balance time. Address E. J. Orton, L. Box 117, St. Charles, Michigan. 449

For Sale—Florist business with large greenhouse. Seven-room dwelling; 1/4-acre lot. All kinds of money made. No competition. All for \$2,700. Mrs. Waldo, Chilloothe, Illinois. 442

Opportunity—We want to make a connection with a few good business men to act as wholesale dealers in the sale of our products, we to furnish all necessary capital and to carry the accounts. It will be necessary to spend at least four days each week on the road. We control the output of the largest factories manufacturing enamel ware, aluminum ware and other steel products. The Consolidated Potteries Co., who are controlled by us, manufacture china, glass-ware, crockery, flower pots and other clay products. Address the United States Steel Ware Co., Pittsburgh, Pa. Give references. 443

For Sale—Long established general merchandise business in village surrounded by fine farms. Money making location. Long time lease. Good reasons. W. F. Beatty, New Lothrop, Michigan. 444

Attention, Merchants!—W. A. Anning has conducted special sales continuously since 1903. Recent records accomplished: Sold over \$3,400 in cash in one day; realized \$22,000 cash in 25 days in another sale; \$8,000 cash in 10 days for another merchant. References: Wholesale houses, banks and hundreds of merchants. Wire or write to-day. W. A. Anning, Aurora, Illinois. 445

For Rent—Store room in block, splendid location for general store, room 50 x 100, good shelving, counters and office, electric lights, 24-hour service, room next door to post office, third door from bank; block all occupied except this room. Only one dry goods store in town and that must be sold within two years, as provided by will. Sheldon, Illinois, has a population of 1,200, on Big-4 and T. P. & W. Ry., 86 miles from Chicago, Illinois. Many miles of stone roads, fine paved streets, ornamental street lights, splendid school, four churches, no saloons. In corn belt and best farming section of Illinois. A most exceptional opportunity for a live merchant, but must have capital enough to run first-class general store. Don't write, come and see. Address, the Bank of Sheldon, Sheldon, Illinois. 433

A snap if taken at once. Stock of dry goods and millinery; located in good village of 1,500 population. Business inventories \$5,600. \$3,000 cash will take it as we have other business. Address No. 440, Michigan Tradesman. 440

Form—140 acres well improved, all in cultivation, no rock or waste land. Joining town of 1,500 Eastern Kansas. Price \$12,000. Want general merchandise. Give full description and location to get answer. Box 357, Altoona, Kansas. 435

Would you like to get into a good paying retail dry goods business at a sacrifice price? Stock now \$7,000. Best town of 3,000 population in Michigan. Address No. 436, Michigan Tradesman. 436

For Rent—Store room, 27 1/2 x 140, in new up-to-date building on prominent business corner in Moline, Illinois, population 30,000. Splendid opening for ladies' ready-to-wear or dry goods. M. Horstkamp, Moline, Illinois. 437

For Sale—A clean up-to-date grocery stock; invoices about \$500; corner store; good location; rent reasonable, no fixtures to buy. Good reason for selling. Address L. Box 265, Saginaw, E. S., Michigan. 438

For Sale—Good established business, groceries and general merchandise; located in one of the richest farming communities in Michigan. Excellent money making opportunities. Good references. For information write to Fred Andrews, Charlotte, Michigan. 439

For Sale—General stock of dry goods, notions, men's furnishings and ladies' ready-to-wear. Invoice \$12,000. Can reduce to suit purchaser. Other business interests forces me to sell at once. This is a snap for a good live merchant. Cash trade. Geo. H. Little, Wyandotte, Mich. 401

Wanted—To exchange for real estate \$5,500 stock of dry goods and millinery located in good factory and summer resort town of 1,500 population. Address No. 441, Michigan Tradesman. 441

For Sale—General stock in town of 600 or best farming community in State, or will sell lease and fixtures and dispose of stock to other parties. Will pay expenses if we make a deal. Address No. 418, care Tradesman. 418

For Rent—Best location for new 5 and 10c store, boot and shoe store, drug store, men's clothing store or ladies' clothing store in the fastest growing city in Southern Michigan. New modern steam heated block now being built for first-class tenants on the main business street and in the line of transit between railway depots. Newest and finest moving picture house in the same block. Address J. F. Walton, Sturgis, Michigan. 420

Clean stock groceries and shoes; town of 500; close to lake and resort. Only one other shoe stock in town. Invoices \$1,400; take \$1,150 if taken soon. Lock Box 34, Silver Lake, Indiana. 422

For Sale—General stock of groceries, meat and dry goods in Northern Colorado town of 500 people. Invoices \$3,500. Cash sales \$50 per day. Rent, \$12 per month. An exceptional opportunity for a live merchant. Address Caillet Brothers, Wellington, Colorado. 423

For Sale—Clean stock consisting of groceries, drugs, dry goods, footwear, shelf hardware, farming implements, auto accessories, meat business. Inventory around \$5,000 including fixtures. About \$15,000 yearly business. Have several good agencies. Nice living rooms in connection. Long time lease with buying privilege. Low rent. Have telephonic exchange. Address No. 424, Tradesman. 424

For Sale—Meat market and grocery store, including up stairs and three lots. Good corner for business. On the Lake Harbor road. Mrs. M. Bachanski, 140 Beidler street, Muskegon, Mich. 425

For Sale—Clothing, shoes and furnishings; old established business. Clean up-to-date stock in one of Michigan's best towns of about 1,500. Can reduce to accommodate purchaser. Address No. 427, care Tradesman. 427

For Sale—Restaurant centrally located city of 50,000, doing profitable business. Address No. 428, care Michigan Tradesman. 428

Money making opportunity awaits you. The best paying little store in Central Michigan. You have to see it to appreciate. Investigate quick. Good reasons. Address No. 429, Tradesman. 429

For Sale—Retail grocery, well established. Stock and fixtures the best in new building with barn and garage. Will sell for cash or improved real estate only. Rent reasonable. Short or long term lease. Address No. 417, care Michigan Tradesman. 417

1/4 to 1/2 of your stock turned to cash in a ten day selling campaign—not the best but the worst will go by our system. Prominent merchants will back our assertion. Merchants National Service Co., National City Bank Building, Chicago. 134

For Sale or might exchange for mercantile business in Northern States, clean general stock doing \$2,200 cash monthly; located in fruit-belt of Texas. Splendid opportunity for merchant wanting to move South. Box 306, Lindale, Texas. 400

For Sale—Tin shop and sheet iron works 20 x 40 feet, fully equipped. Population 20,000. Only shop. I have other business. Write Barnesboro Tin and Sheet Iron Works, Barnesboro, Penn. 402

To Exchange—Real estate worth \$6,000. Fine location in city of 4,000, steady tenants, to exchange for like value in grocery and bakery or hardware stock. Must be good going stock. C. F. Suhr, South Haven, Michigan. 403

For Sale—Retail lumber yard and mill at Bay City, Michigan. Chance for good buy, in heart of city. Annual sales \$75,000. Terms can be arranged. Address Wemona Lbr. & Planing Mill Co., Bay City, Michigan. 404

For Sale—Grocery, up-to-date stock, fine location, old established business; town about 1,200. Good summer business. Will invoice about \$2,500. Address 376, care Michigan Tradesman. 376

For Sale—Patterns and special tools to manufacture six styles gas stoves under three U. S. patents. Illustrated circulars. Write Box 18, Cambridge City, Indiana. 434

Here is a chance to buy a thriving fuel and feed store in Grand Rapids, in fine location. Owner must sell for a very good reason. Address Fuel and Feed, care Tradesman. 202

For Sale—Stock of general merchandise consisting of dry goods, shoes and groceries. Will invoice about \$6,000. Situated in town of 1,500, having woolen mill employing 100 hands, flax mill and canning factory. Will sell cheap for cash if taken at once. A golden opportunity for the right man. Address Lock Box No. 155, Yale, Michigan. 387

For Sale—First-class bakery doing fine business in one of most prosperous towns in Central Michigan. Will inventory. Other business interest demanding my time. Address No. 352, care Tradesman. 352

Merchants Please Take Notice! We have clients of grocery stocks, general stocks, dry goods stocks, hardware stocks, drug stocks. We have on our list also a few good farms to exchange for such stocks. Also city property. If you wish to sell or exchange your business write us. G. R. Business Exchange, 540 Houseman Bldg., Grand Rapids, Mich. 859

Wanted—I want to buy a shoe stock for spot cash. Price must be low. Address "Hartzell," care Tradesman. 907

To Lease—A three-story brick building with elevator, in center of business section Bridgeport, Conn. Suitable for furniture business. It is conservatively estimated that Bridgeport population will increase 30,000 by Jan. 1, 1917. More furniture sold last three months than in one year. Sure business for an honest furniture company. Percy P. Anderson, 306 Fairfield avenue, Bridgeport, Conn. 407

Wanted—Clean stock of merchandise, live stock or best offers for good Tennessee farm, Indiana business property, Indiana residence, and other properties. Jas. P. Phillips, Manchester, Tenn. 408

Move your dead stock. For closing out or reducing stocks, get in touch with us. Merchant's Auction Co., Reedsburg, Wisconsin. 963

Factories WANTED—Carson City, Michigan, wants factories; large or small. Located on the G. T. Railway system, in the center of the best agricultural district in the State. Offers additional capital for stock in established enterprises that can stand investigation, also free factory sites. Plenty of labor, also undeveloped water power. Come and investigate. Address Chester R. Culver, Secretary Town and Country Improvement Association. 391

The new way to sell your business or farm no matter where located. Clooney & Company, 29 South LaSalle street, Chicago, Illinois. 393

For Sale—We have for sale at Coopersville, Michigan, a two-story, brick veneered, gravel roof store building, 30 feet frontage on Main street. The building has a depth of about 80 feet and the lot has a depth of about 200 feet. The building is two stories and basement. It has a modern plate glass front and furnace. There is a frame shingle roof barn in the rear of the store. The building is lighted by electricity. The property is well located and in good condition and has been estimated to be worth from \$6,000 to \$8,000. We are authorized to sell it now for \$4,500, which we believe is a bargain at that price. M. T. Vanden Bosch & Company, Grand Rapids National City Bank Building, Grand Rapids, Michigan. 397

For Sale—In the best farming district in Central Michigan, clean stock of general merchandise, fence posts, hard and soft coal. Established fourteen years. Poor health as reason. Address No. 390, care Michigan Tradesman. 390

Merchandise Sales Conductor. For closing out entirely or reducing stocks, get Flood, Dexter, Michigan. 18

Safes Opened—W. L. Slocum, safe expert and locksmith, 97 Monroe Ave., Grand Rapids, Michigan. 104

I pay cash for stocks or part stocks of merchandise. Must be cheap. H. Kaufer, Milwaukee, Wis. 925

For Rent—Modern store in thriving manufacturing town, surrounded by prosperous farming country. Choice location for clothing or general stock. Chas. Clement, Colon, St. Joseph county, Mich. 415

Stocks Wanted—If you are desirous of selling your stock, tell me about it. I may be able to dispose of it quickly. My service free to both buyer and seller. E. Krusienka, 44-54 Ellsworth Ave., Grand Rapids, Michigan. 870

HELP WANTED.

Wanted—A practical dry goods man to invest and manage a long and well established dry goods and ready-to-wear business. Must have from \$10,000 to \$20,000. All correspondence strictly confidential. Address No. 426, care Michigan Tradesman. 426

POSITION WANTED.

Salesman, twelve years' experience, wants staple line grocery or drug trade, Southern Michigan territory. If you want steady man please write No. 448, care Tradesman. 448

Situation Wanted—Registered pharmacist. Had good experience. Will entertain any reasonable offer. References. Box S. S., Jones, Michigan. 450

Position Wanted—Middle aged man with many years of mercantile experience desires a position as manager of general store. Capable of handling every detail of business. Address No. 373, care Michigan Tradesman. 373

Money Maker

General Stock for sale. Only one in town of 1,500. One other dry goods store. \$38,000 business done last year. \$6,000 will handle the stock.

E. C. Smith, Ovid, Mich.

**Drug Store For Sale
PETOSKEY, MICH.**

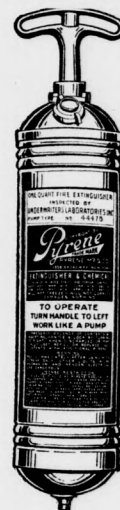
This stock of drugs and drug store fixtures is new, up-to-date and complete in every detail. The best drug store and equipment ever offered for sale in bulk at public auction. Must be sold to satisfy creditors.

Notice is hereby given that Tuesday, the 21st day of September, 1915, at 10 o'clock in the forenoon of said day, at said store, 318 Mitchell street, Petoskey, Michigan, I will sell at public auction the entire assets of the Fred Glass Drug Company consisting of a general stock of drugs, furniture and fixtures. The inventory of said stock, furniture and fixtures is now on file at said drug store and may be inspected by any and all interested persons.

Inventory of Merchandise \$3,980.87
Inventory of Furniture and Fixtures 1,560.74

Will be sold on the following terms: In cash or certified deposit equal to 10% of the purchase price at the time of said sale. Balance in cash when said property is delivered to the purchaser, or said balance upon such terms as will satisfy the trustee.

E. E. GILBERT, Trustee,
Fred Glass Drug Company,
Petoskey, Michigan



Pyrene
Fire
Extinguisher

While at the Fair be sure and see the Pyrene Exhibit
Protect your Store
Home and Automobile

Approved by the National Board of Underwriters

Pyrene Immediately extinguishes gasoline, kerosene and varnish fires

Non-damaging
The PYRENE CO.
513 Ashton Bldg.
GRAND RAPIDS, MICH.

**LOGAN & BRYAN
STOCKS, BONDS AND GRAIN**

305 Godfrey Building
Citizens 5235 Bell Main 235

- New York Stock Exchange
- Boston Stock Exchange
- Chicago Stock Exchange
- New York Cotton Exchange
- New York Coffee Exchange
- New York Produce Exchange
- New Orleans Cotton Exchange
- Chicago Board of Trade
- Minneapolis Chamber of Commerce
- Winnipeg Grain Exchange
- Kansas City Board of Trade

Private wires coast to coast
Correspondence solicited

UPPER PENINSULA.

Recent News From the Cloverland of Michigan.

Sault Ste. Marie, Sept. 12.—J. D. McQueen, for the past five years proprietor of one of Ashmun street's leading groceries, has sold out his place of business to W. H. Moore. Mr. Moore needs no introduction to the Soo, as he has been a resident here for the past several years, but recently returned from the Canadian Northwest, where he moved about a year ago. Mr. Moore has not forgotten the old motto "The Soo for You" and will be pleased to see his numerous friends at his new stand.

N. H. Hill, editor of the Sault Evening News, who has been away for the past week visiting at his old home, returned last week all smiles and states that the cause for his unusual happiness is that he is the proud father of a 9-pound baby boy.

Mrs. E. Homberg, proprietor of the DeTour meat market, DeTour, was united in marriage last week to Angus McKenzie, one of DeTour's local capitalists and respected citizens. Mrs. McKenzie is well and favorably known throughout Chippewa county, having made her home in DeTour for the past twenty years. The happy couple paid the Soo a visit, being the guests of Mr. and Mrs. Dave DeMun, of the Superior House, while in the city. They expect to leave shortly for Racine, Wis., Chicago and other cities on their honeymoon.

Leo Lieve, manager of the Soo Co-operative Mercantile Association, although rather late in reporting for duty last Thursday morning, was all smiles and gave as a cause for the unusual tardiness that he was the papa of a 10-pound baby girl. Leo cheerfully passed around the cigars to the large force who had been on the anxious seat, thinking something may have happened to Mr. Lieve, as he is usually the first one on the job in the morning.

Capt. Redgrove, of the Salvation Army Corps, has launched the campaign for raising funds to pay off the indebtedness on the cathedral and from all accounts the business men have shown their willingness to assist in relieving the army burden of \$500. They expect to raise a total of \$800 to meet their obligations. The army is doing much good in the city and the business men are heartily in accord with the movement.

"Courage is the yeast that causes a man to rise to the occasion."

The game wardens are enforcing the law to the letter and any violators will be dealt with in accordance to the law, so that it would be advisable for all those wishing to go hunting to purchase the necessary license and thus avoid any unpleasantness. Around the Soo are the headquarters for hunting small game and Safety First should be remembered.

"The hardest part of a vacation is getting rested up afterwards while trying to catch up with the work neglected during your absence."

W. Malmberg, one of our leading bakers, is also wearing that happy smile and his leaves seemed larger than usual last week, which is all accounted for by the arrival of a 9-pound boy which he hopes to break in the business in due time. Mr. and Mrs. Malmberg are receiving hearty congratulations from their many friends and customers.

Mr. and Mrs. Louis Swift, of Chicago, left Mackinac Island last week with a large party of friends on the yacht Halcyon for a trip through Georgian Bay.

The steamer City of Cheboygan, of the Island Transportation Co., made her last trip between St. Ignace and Cheboygan last Monday and is being put in shape for the winter. Business has not been up to the standard this season. The steamer Algoma, of the same line, will remain in commission until Oct. 1, so that the traffic will not be interrupted.

The Chicago & North Western Rail-

road has issued a remarkable circular in which every employe of the road is asked to co-operate in the upbuilding of the country through which the road traverses. It is a circular full of meat and cannot but result in great good to the Upper Peninsula. Every resident of the U. P. will be interested in its contents. It calls attention to the excellent transportation facilities, good soils, healthy and invigorating climate, the fruit growing orchards, unexcelled dairy opportunities in Cloverland, the successful raising of sugar beets and the excellent ground for potato raising and truck gardening; also the exceptional markets within a few hours ride of the largest cities in the U. S., good roads connecting the various towns, the water powers for which the U. P. is famous, the richest copper mines in the world, the unusual educational conditions, elegant churches and the reasonably low price of lands offered. Many of the people are just beginning to realize what a good country the Upper Peninsula is and it is expected that during the next few years a big improvement will be noticed in Cloverland.

"When a person takes out a dog license, it is the owner who is licensed to keep the dog, not the dog who is licensed to be kept. There is a difference."

The many friends of James B. Melody, who has been on the sick list for the past month will be pleased to learn that he is able to start out again on his territory this week. Jim has lost about twenty pounds, but expects that a few weeks in the good refreshing Cloverland air will probably put him in shape again. The past month has been very trying for Jim, as he is naturally very active and one of our hustlers.

Frank Wheatley, of the firm of Wheatley Bros., Ashmun street grocers, has returned from the East, where he went for the benefit of his health.

From the immigration report last month more than 500 applicants applied for entrance to this country through the Soo. Only 80 were refused admittance, while last year there were only about 350 applications entered. The majority of the immigrants applying for admittance are Russians, also a large number of Germans and Austrians. The labor conditions on the other side of the river are such that these working men could not procure work at wages sufficient to support a family.

Mancer J. Andary, aged 22, died here last week after a brief illness. Mr. Andary was engaged with his brothers Michael and Ralph, in the dry goods and clothing trade on Ashmun street. The father and mother of the deceased live in Syria. The late Mr. Andary was well known here, being one of the leading merchants in his line.

Local Odd Fellows captured the U. P. League trophy last week. The Soo has become famous for its success along society lines, capturing most everything it has gone after this year. Some timber in the Soo!

The Soo has been the mecca for forgeries during the past week and numerous merchants have been stung by cashing checks for strangers. Harry Hicks is the last offender. He is a teamster by profession and gave his age as 23. He has been passing checks of \$6, \$7 and \$10 denominations, made payable to himself, with other people's forged names as signers. He was nabbed at the Superior House by a patrolman after complaint had been made by one of his victims. The other forger who struck the Soo last week has been going by the name of George Smith. He is a higher classed professional, as his checks range from \$15 up.

From a report made by the Anchor line agent, the last steamer East will leave the Soo Sept. 27. This is believed to be the poorest season for late passenger traffic in many years. The European war, combined with the California expositions, was to make this the best season in years, but the European travel was shut off and the exposition was to

make a big transcontinental traffic, with the lake route for choice in hot weather, but there was no hot weather and the people either stayed at home or traveled by rail or auto.

The Scott Hotel, leading hotel at Hancock has suspended operations on account of being a losing game and the doors were closed last Tuesday and will not be re-opened unless arrangements are made whereby a new management will step in. The failure is said to be largely due to the Hancock business interests not giving the institution proper support. It is expected, however, that the merchants of Hancock will try and arrange to have the hotel re-opened on the European plan.

Attorney W. S. Hill, of Marquette, announces that unless the township in Alger county makes a settlement with the injured parties who were seriously injured when their automobile was wrecked on the Au Train lake road Aug. 27, he will start suit. There is a depression on each side of the road, where formerly a bridge was located. The sand embankment now provides a roadway of but eight feet across, which the attorney contends is not a reasonable width to insure the safety of automobiles. The law provides that roadways must be "reasonable." The case will be watched with much interest, as many accidents are caused by the neglect of township highway commissioners to provide safe roads for automobiles and this may result in keeping the highways in better condition.

The Soo Club gave a dinner last week in honor of Judge Stere and George Osborn. The function was in the nature of a welcome to Judge Stere, who is, customarily, spending his vacation here, and a farewell to Mr. Osborn, who is moving from this city to Fresno, Cal. The affair was largely attended and a very enjoyable evening spent by all.

"There are very few things that are really hard to do. The hard part is screwing up your courage to the point of tackling them."

Mr. A. G. Burns, Uncle Sam's weather man here, accompanied by his wife, are enjoying a vacation in various parts of the country. We are sorry that Mr. Burns did not arrange with his assistant

for some nice weather during his absence, as the assistant from present indications is not attending to business, it having rained most every day since Mr. Burns left. It may be advisable to have Mr. Burns shorten his vacation, as it is absolutely necessary that we have some good weather for the Chippewa County Agricultural Fair which starts Monday, September 20.

William G. Tapert.



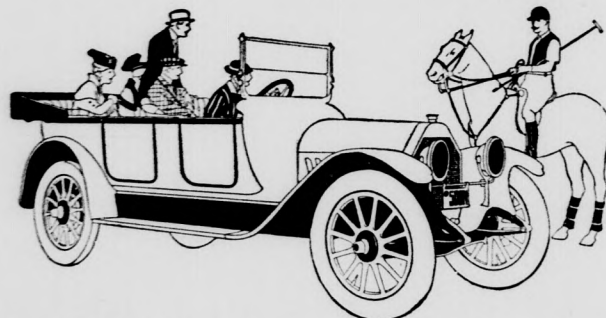
In bulk and glass packages.

Also B-C-M Brand Salted Peanuts

10 lb. boxes, 100 lb. drums
200 lb. barrels

Manufactured fresh daily under the most sanitary conditions. Ask your jobber.

While at the Fair be sure and visit the
OLDSMOBILE EXHIBIT



Oldsmobile Model 43. Lean—Lithe—Swift. \$1095 F. O. B. Lansing

We would be pleased to have you drop in at our downtown show room, 50 So. Division Ave. We will give you a demonstration and take you to the Fair as our guest.

E. H. KERSTETTER

Oldsmobile Distributor

50 So. Division Ave.

Grand Rapids, Mich.

GR·ADV·CO·

Is your store prominently located? If so, an illuminated sign will insure the **GREATEST BENEFIT** to be derived from your location.

Or, is your place of business a bit out of the way? In that case such advertising **CANNOT FAIL** to bring new customers.

In **EITHER CASE**, the appearance of your store will be greatly improved, and will have an added interest for your old customers. Write us for ideas.

Painted Displays

The Grand Rapids Advertising Co. Commercial Signs

15 Market St., N. W. Grand Rapids

Ever Ready Flash Lights

Are Profitable

We will send you
Attractive
Window Displays

C. J. Litscher
Electric Company

Wholesale Distributors

Grand Rapids, Michigan



"Little Buster" as a Salesman

Naturally you are interested in pushing the sale of such articles as will repeat and will induce sales in other departments of your store.

"Little Buster" Popping Corn

does that. It is a constant, persistent sales force. The customer who purchases a package of "LITTLE BUSTER," in addition to being pleased with her purchase, will buy butter, salt, chocolate, lard, eggs, honey, flavoring, etc.

You make a handsome profit and give the customer the largest obtainable value for the money—16 full ounces for ten cents.

Order a case from your jobber to-day. Full cases 48, half case 24—1 pound packages.

THE ALBERT DICKINSON COMPANY
Chicago, Ill.

Economic Coupon Books

They save time and expense

They prevent disputes

They put credit transactions on cash basis

Free samples on application



Tradesman Company
Grand Rapids, Mich.

KC

The Best at Any Price

No other baking powder will raise nicer, lighter biscuits, cakes and pastry, none is more pure and wholesome



Then Why Pay More?

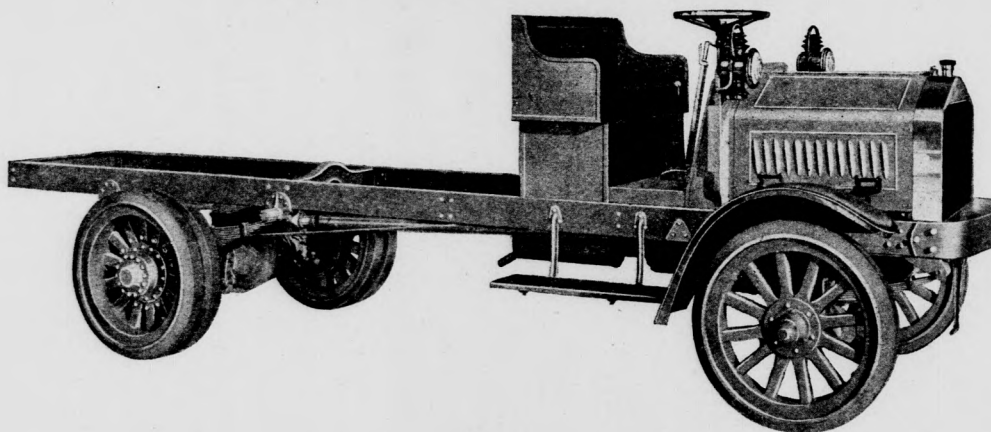
The above is one of a series of advertisements we are running in daily papers throughout the country. We are spending thousands upon thousands of dollars doing this to help the sales of

K C BAKING POWDER

THIS ALSO HELPS YOU. All grocers like to sell standard goods—particularly if they comply with the Pure Food Laws and pay a profit. Of course you sell it.

JAQUES MFG. CO., CHICAGO

The United Line



“Unite with The United”

The United Line is the achievement, the last, best and mature work of motor truck engineers, whose instructions were to produce the best medium and heavy duty motor-propelled, commercial vehicles, money could build. No expense has been spared. With practically unlimited capital at their disposal, exhaustive experimental work gives to the business world an efficient, economical and dependable motor truck.

Their performance in sand and on hills exceeds motor truck requirements. Engineers of world-wide prominence, state without reservation, “your trucks stand head and shoulders above any trucks built.”

Built with the careful workmanship which characterizes the fine furniture that made Grand Rapids famous, United Motor Trucks are going out into the nation, emphasizing the reputation of their parent city as a manufacturing center that knows no superior in the realm of quality products.

2 Ton Worm Drive Chassis, \$2250

3½ Ton Worm Drive Chassis, \$2900

5 Ton Worm Drive Chassis, \$3400

Left or Right Side Drive

United Motor Truck Company

“Made in Grand Rapids, Michigan”