

something is out before their eyes they will likely purchase it. It is the change from bills that the wide-awake merchant looks after. Mr. Coatsworth started in business with big opposition, and good judgment in buying and managing has made his store a successful one. He does entirely a cash business.

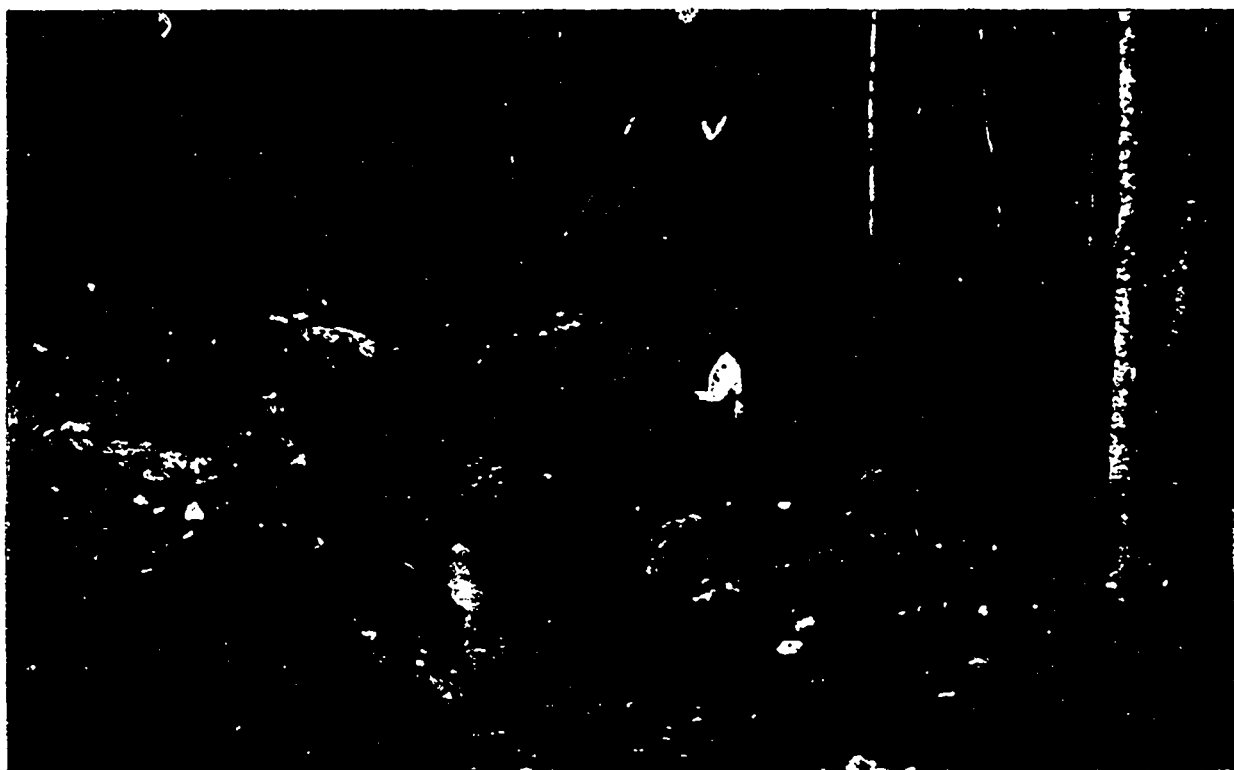
Advocates the Cooperative System.

Mr. Chas. S. Botsford, the manager of the Cooperative Store at 524 Queen street west, Toronto, did not think it possible for a country merchant, unless under very favorable conditions, to compete with the department store. The biggest curse the merchant in the country had to put up with was the cheapness of the post office order. For practically nothing the department stores could ship their goods all over the country. It was useless to speak of people not getting good bargains at the big stores. There were many good bargains to be had there that no ordinary merchant could afford to sell. There were many things almost given away as

with \$400 a year purchase, if we suppose him to be paid 10 per cent. dividend (and many cooperative stores pay from 13 to 18 per cent. dividend), would double his money in three years." Mr. Botsford thought that the people would support a store in which they were financially interested. By investing in the company's stock they become part owners of the store, and naturally would try to help it along. He mentioned the W.P. Seigel-Cooper Co., of New York and Chicago, large department stores had been recently turned into cooperative stores.

Two More Thriving Firms.

Mr. T. S. Lobb, 778 Queen street east, Toronto, who is the proprietor of a flourishing dry goods store, has built up his business during the past few years in spite of department stores. He attributes his success to his training as a buyer for a large English firm. A merchant should learn to buy well and the rest is not so difficult. "Buy little and often" was Mr. Lobb's motto. He advertises in the local paper in preference to a large daily. At certain seasons of the year, Spring and



A HIGHLAND STREAM, MUSKOKA LAKES DISTRICT.—Published by courtesy of the G.T.R.

an advertisement, and the loss made up on something else. These bargains ruin the smaller merchant. The only remedy Mr. Botsford knew of for this state of affairs was that furnished by the cooperative store.

"I think," said he, "it is the solution of the difficulty. It has been in England, where a few years ago the merchants of the smaller places were hampered by the big department stores just as they are here to-day. Of course, the cooperative store will not do away with them altogether, but it will limit their trade. I think it would be the best thing for country merchants to do to keep the local trade. We have not been running long, but we have not much fear of the final result. We allow anyone to buy shares in the company, and at the end of a year he gets a dividend on the stock, and, besides, 5 per cent. of his year's purchases, in cash or goods, is given to him. A year's purchase for a fairly good customer would amount to about \$400. A man with \$100 stock in this company

Fall, he gets out hand bills, from which he claims to get good results. He does business on a close margin and never hears the prices of the department stores quoted to him. A good deal depended on a man's own individuality, Mr. Lobb believed. He thought the failures had about stopped and that the department stores had ceased to grow.

Mr. A. A. McKay, 292, 294 and 296 Queen street east, Toronto, was very busy when THE REVIEW called, and could only stop to say: "Of course it's all in the buying. We buy for cash and make whatever there is to be made out of discounts. We advertise in a local paper and get good results from it. We just keep pegging away, doing our best, and get along all right." Mr. McKay is going into the department business in a small way himself, several kinds of stock having been added to the dry goods. The windows of this store bear the significant sign: "The money-saver," which provides a reason for all customers who trade there once to go again.