

Design Hints For Memorial Craftsmen

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Dan B. Haslam, Editor and Publisher

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DESIGN HINTS

for MEMORIAL CRAFTSMEN



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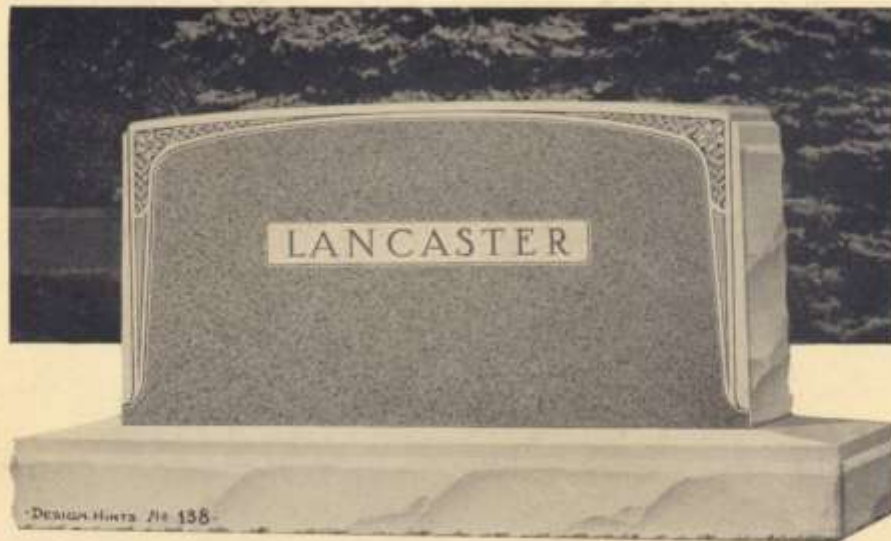
- - Rock of Ages - -

THE Selling Drive Is On
TIE UP WITH ROCK of AGES

Rock of Ages is known. Years of careful publicity have created a prestige that makes your selling job easier when you tie up with Rock of Ages. But past effort is only a rich back-ground—present selling requires present advertising. So that you may cash-in more profitably, Rock of Ages has developed selling helps that apply locally and bring to your aid all the force and power of the Rock of Ages National advertising. Use it. Profit by it. We'll be glad to tell how you can use it.

Rock of Ages Corporation
BARRE, VERMONT

"The Distinctive Barre Granite"



Years of Service

FOR MANY years Simmers' designers and craftsmen have given to the dealers memorials of dignified contour and artistic workmanship. It has ever been the Simmers' policy to give its dealers nothing but the best.

If you wish to tone up your salesroom, let Simmers place a few of its new modern designs. Will you give us the opportunity to help you develop new business in your territory?

A. M. SIMMERS & SONS

A. M. Simmers

A. W. Simmers

George Simmers

St. Cloud, Minn.

Say you saw it in DESIGN HINTS



The Product of Centuries

FOR MANY ages nature's forces have been at work to create a granite without flaw, of even texture and extreme hardness. A granite that will Polish to a soft, velvety sheen, from which the most minute carving will stand out with clear-cut distinctness. Emeraltone, this new distinctive granite has made enthusiastic friends wherever shown.

Emeraltone's worthy rival, Red Pearl, continues to increase its large circle of followers week by week. Our designs and craftsmanship, combined with these two beautiful granites, produce memorials which will add beauty and dignity to any show-room.

Write for exclusive territory on the sale of our new Emeraltone.

St. Cloud Granite Works

St. Cloud, Minn.

Say you saw it in DESIGN HINTS



The Kelso Monument Was Cut By Gerrard Barkley Granite Company Of Barre, Vermont, In Pirie's Dark Barre For J. L. Dille Of Greensburg, Indiana

PIRIE'S DARK BARRE GRANITE

*Ideal for Polished
Monuments*



*THE PIRIE CERTIFICATE
IS YOUR INSURANCE
OF PERFECTION.
SPECIFY IT
WITH YOUR
ORDER.*

Its Genuine Dark Color, Uniform Texture and Durability Make Pirie Granite A Quality Product. It Assures the Client of A Memorial Whose Lasting Worth Cannot Be Surpassed.

J. K. PIRIE ESTATE

BARRE, VERMONT

Say you saw it in DESIGN HINTS



Tributes of Distinction



—hewn from Superior Red and Gray granites by the skilled hands of Masters of the Craft, have an appeal, a dignity that will enthuse the most discriminating prospect.

Let Superior granites and service help solve your problems.



Granite City Granite Co.

The Ahlgrens
St. Cloud, Minn.

REPRESENTATIVES

R. G. KOCH, 316 E 51st St., Kansas City, Mo.
O. A. RAIRDON, Box 423, Bellefontaine, Ohio
C. H. GRUNEWALD, 314 Eitel Bldg., Seattle, Washington

Say you saw it in DESIGN HINTS



How Grewe Grew.

Love for our work makes craftsmen of us all. This is the priceless factor of Grewe growth. Nurtured by its founders from a small beginning, the Grewe organization continues to grow by virtue of a jealously guarded reputation for perfection.



Write for sample of GREWE'S STERLING RED
You will like it.

GREWE'S
OF
GOOD
GRANITE

Grewe Granite Co.
WHOLESALE EXCLUSIVELY
St. Cloud, Minn.

SUPERIOR
GRANITE
AND BLAST
SERVICE

Say you saw it in DESIGN HINTS

North Star's New Service

Memorials with dies up to five feet, all polished, carved or axed, in 15 days.

Memorials up to five feet, polished one or two-5 days.

Most larger memorials in same time, but no memorial of any size or finish will take more than thirty days for delivery.

When you get in a jam think of North Star's new type of service.



North Star Granite
Corporation

ST. CLOUD,⁵ MINNESOTA

Say you saw it in DESIGN HINTS

The Symbol of Quality



QUARRIERS
MANUFACTURERS

THE dark beauty of Dakota Mahogany, "The Best in Mahogany", makes it a business asset for its dealers. Its quiet dignity and distinction, combined with Dakota craftsmanship and design, produce memorials of quality that compare favorably in any show room.

Let us send you sizes and prices on some of our new modern designs. We are ready to serve you.



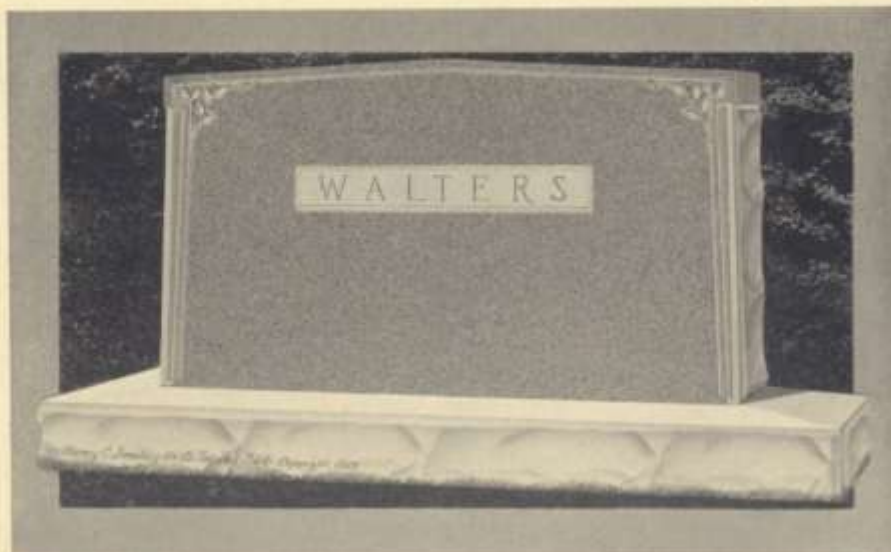
Dakota Granite Works

Milbank,

W.D.

So. Dakota

Say you saw it in DESIGN HINTS



Henry C. Smalley Granite Co. Design 366.

A New One For Spring

By Smalley

The WALTERS design is another new creation by Smalley made especially for your Spring clientele. The exquisite sandblast carving and two-toned panel effect at the sides combine to make a very attractive, inexpensive and practicable design for any one of the Smalley distinctive granites.

Royal Dark and Royal Blue-Gray from the Old Reliable Souhegan Quarry—Pink and Red Westerly Granites.

We shall be pleased to answer your inquiries for sizes and prices.



Henry C. Smalley Granite Co., Inc.
64-84 Penn St. Quincy Adams, Mass.

Say you saw it in DESIGN HINTS



DESIGN HINTS

FOR MEMORIAL CRAFTSMEN

Published Monthly at St. Cloud, Minnesota

DAN. B. HASLAM, Editor and Publisher

What's The Price?

We note with considerable interest a survey which is being made by the federal trade commission into the very absorbing question of price maintenance.

Ever since the "soft days" following the war this has been a much-mooted question. With the squeezing out of false or inflated sales methods, the retrenchment of industry and the decline in production there came back the red devil of price to scatter his foul breath of disruption over the field of many industries.

Price became uppermost in the minds of the consumer. It did not grow in his mind over-night. He did not put it there. A cheap competitor who was not getting his share of business evidently because he could not deliver the goods, started his own whispering campaign. He spread the doctrine of distrust and discontent.

Selling became nothing more than bartering in many lines of merchandise. The man who tried honestly to work along the lines of scientific selling was always reminded that a competitor lurked in the bushes outside and he carried a huge knife in each hand. And with these knives he was prepared to perform an operation on legitimate business and take the heart of profit therefrom. He

was after the business at any cost.

And during the last eight years this sort of business chaos has been going rampant over the land, destroying decent competitors and eventually destroying those who started to cut for business which they could not get in any other way.

It is interesting, therefore, to note that the federal trade commission has focused its attention on this sore spot in industry. The commission no doubt is moved to do so, not because someone asked it, but because it can see from government reports of the department of commerce that many business institutions have fallen and many others have saved themselves by mergers.

No man is compelled to take a loss on productive effort. He is expected by the buyer to exact a decent profit. We believe the memorial industry is entitled to this profit, whether it be manufacturer or retailer.

The buyer is getting not only a slab of granite. He is buying ideas and craftsmanship and these are worth money. Let's meet the price cutter, then, not with price or something worse that may be sold for less, but with new ideas and even a better grade of merchandise and get so far away from him both in class and price and ideas that he flounders down there in the price cesspool alone.

"If I Were A Salesman"

By Dr. Roy L. Smith

EVERY man alive is in the business of selling—selling himself, first, and after that his merchandise.

The doctor must sell himself before he can persuade us to take his medicine or submit to his knife. We take his medicine, not because we believe in it, but because we believe in him.

The newspaper sells itself to us by convincing us that it's own character and conscience will not permit it to publish a distorted version of the facts. The way in which we believe what we read depends upon the way in which the paper has sold itself to us.

The preacher must sell himself to his audience before he can persuade them to accept his ideas. People take his ideas, not because they are logical and reasonable, but because he has convinced them that he is sincere and honest.

The customers first impressions are not of the goods but of the salesman of the goods. Therefore the salesman is compelled to sell himself to his customer before he undertakes to sell his merchandise. If something about the man wins the customer's confidence, then selling the goods is easy.

Therefore, the fundamental problem of salesmanship is the salesman. The biggest study that the salesman must make is the study of himself. His successes and failures can be traced back in the great majority of cases, not to his goods, his territory, his conditions of competition and the policies of the house but to his own attitudes.

If I were a salesman, therefore, I would settle at least five problems before I ever called upon a customer. I would come to a positive conviction upon five subjects—a conviction that could not be shaken by any rebuff or disaster.

1. I WOULD BELIEVE IN MYSELF

Every successful man has been an egotist—he has believed in himself. Perhaps he has not paraded his egotism, but he has had it.

Self-confidence is the beginning of success. Jesus of Nazareth said, "As a man thinketh in his heart so is he." If he allows his fears, anxieties and worries to overpower his confidence he is certain to be defeated.

The morale of an army is of more importance than its equipment. The courage of the salesman is of more importance than his sample case. The belief of a man in himself is his strongest armour.

"The man who comes in whipped at night is a man who went out whipped in the morning," said one sales manager.

We have no right to ask the world to accept us at any higher estimate than the one we put on ourselves.

Belief in one's self is self-respect and self-respect is the foundation of character. He who cannot respect his own soul, his own convictions, his own abilities, his own thinking has no hope.

A certain man, feeling this fact, was accustomed to arise each morning and offer this prayer, "Lord, help me keep a good opinion of myself this day." That

man's prayer was fundamental.

2. I WOULD BELIEVE IN MY JOB.

Nothing undermines one's self respect like feeling that his life is useless. To be engaged in a work one does not believe in is to prostitute the very stuff of which character is made.

To be a successful salesman one must thoroughly believe in the importance of the service he is rendering. Such a confidence inspires confidence.

No salesman engaged in distributing a commodity that satisfies a need should ever apologize unless his price is unreasonable or his quality is subject to suspicion.

The real salesman is a missionary. He carries a head full of ideas wherever he carries a case full of samples. His ideas fertilize the field and helps to grow the next crop of orders.

Without the salesman who carried the idea of the sanitary package into the most remote corners of the nation we would still be eating crackers dug out of the barrel next to the kerosene pump, prune seeds with wrappers on them taken from the box that was exposed to the dust in front of the counter and bread that had been handled by hands that were last employed at sorting potatoes.

Without the salesman we would never experiment with new merchandise, put new ideas to the test, or break away from the beaten path.

The salesman is a trail-blazer, a prophet, a winged-bird of imagination, a dreamer, an engineer and a self-starter. If I were a salesman I would exult in my task and rejoice in my opportunity. I would so live that I would compel every other man to hold

my profession in the same high esteem in which I, myself, hold it.

3. I WOULD BELIEVE IN MY MERCHANDISE

As first evidence of my belief I would use it myself.

If I were a salesman of Goodyear tires I would be sure to ride on Goodyear tires. If I were a meat salesman I would ask for my firm's products when I ordered a meal. If I were an insurance salesman I would carry at least one policy with the firm that I represented.

The story is told of a western banker who opened up for business in a little town and the first day his deposits amounted to thirty-seven dollars. The next day someone came in and deposited sixty-two dollars. The third day three depositors left a total of one hundred and seventeen dollars. By that time the banker had so much confidence in his institution that he put some of his own money into it.

That is exactly the reverse of good salesmanship. He who sells one brand of merchandise and uses another defeats himself.

To believe in one's merchandise one must know exactly what service it renders and what need it satisfies.

The salesman of granite monuments is dealing in memorials. He is an ambassador of Reverence. To him the memories of the past must be held in the highest sanctity.

As such he is a missionary of stability. He is helping to maintain the idealism of the nation, the sanctity of family life, the honors that are due to the past, the respect that is shown to parentage. He is a minister of the gospel of "honoring thy father

and thy mother." Such a man can walk down the street of any community with the confidence that he is a necessary and a useful citizen.

4. I WOULD BELIEVE IN MY CUSTOMER

Business, as well as religion is built on faith. Without faith it would be impossible for us to do business for thirty minutes.

By faith the banker takes checks from men he has never seen, on banks of which he knows nothing.

By faith we board trains without smelling the engineer's breath or inspecting the rolling stock.

By faith we take medicine we have not analyzed, eat food we have not inspected, hire taxi-drivers we never saw before, ride in elevators we never question and vote for candidates we never knew.

The average man is as honest as we are. He knows his business almost as well as we do. He can think as straight, talk as fast, evade the issue as successfully and make up his mind as positively.

No matter how small the customer, I would believe in him in the same way that I would believe in a large customer. The best way to have big customers is to treat the small ones as if they were big and then when they grow they stay with you.

"Treat your audience as if the occasion meant as much to you as it did to them," was the advice of a veteran manager to a young lecturer who was just getting started in the field. That's good advice, too, for the salesman. Treat the customer as if his order meant as much to you as it did to him.

5. I WOULD BELIEVE IN TODAY.

Today is the greatest day in

all history. It is the product of all the yesterdays that ever were. What tomorrow is going to be depends upon all those yesterdays and TODAY.

Dr. Frank Crane was accustomed to saying that TODAY is usually crucified between two thieves—Yesterday and Tomorrow. Yesterday has its regrets and Tomorrow has its fears and between the two today stands cowering in terror.

Bishop Fallows of the Reformed Protestant Church returned to his home one night with a broken heart. His church board had quarreled and his dearest plans were broken and ruined. As he slumped down in his chair his wife became alarmed for she had never seen him so dis-spirited.

The next morning, thinking to "coddle" the bishop a little (for every man loves to be coddled) his wife arose early, slipped down the hall to his room expecting to tell him not to arise, but to wait until she could serve his breakfast in bed. To her amazement she heard his "exerciser" squeaking as he went through his morning gymnastics and his voice raised in song.

"Why Samuel," exclaimed the good Mrs. Fallows.

"Why What!" answered the bishop with a smile.

"What about the board meeting last night," his wife went on in surprise.

"Oh," laughed the bishop as he started his exerciser again, "that was yesterday."

That was yesterday. Today is today.

No matter how many defeats we had yesterday, that was yesterday. Today is today. I will

(Continued on page 25)

Is The Memorial Craftsmen of America An Organization Worthy of Support?

*Address of R. L. Belknap, Pres. Memorial Craftsmen of America
Columbus, Ohio, Feb. 8, 1929.*

Perhaps no other question with the possible exception of the eighteenth amendment, will provoke more discussion. We are quite sure none would more quickly divide the Retail Memorial Dealers, with both factions very insistent that they were right.

The men who are firm believers in the value of the organization tell of the many things that it is doing, has done, and can do. Some of their claims are well founded, others perhaps over-drawn. The fellows who do not belong are equally positive that the Craftsmen have not justified their existence. In many cases the latter group have expected things that no trade organization could ever accomplish. Often their objections are based on some questionable acts of members for which the organization was in no way responsible. Frequently, however, there are cases perhaps where condemnation is justified. No thinking man would claim that a group of business men scattered all over the country would reach perfection.

The question we should consider then, is there a field for such an organization and whether as now organized it is a real value to the industry. It has occurred to me that a very frank discussion might promote a better understanding.

For quite some time I have noticed a change taking place in the attitude of the dealer toward his association membership. Several years ago there was a novelty in belonging to a trade association. The attending of State and National meetings was a thing we liked to talk about. Some of the men seemed to be materially benefitted, others attended once or twice and for various reasons dropped out. It seems apparent that in order to maintain our numbers that the fellow outside must be shown how he can be materially benefitted. Men have told me that the reason why dues were not paid and meeting attended was because business was poor.

My own observation has led me to conclude that when you show the retail memorial dealer that he is getting real value, he will join our ranks, keep his dues paid up, and attend the meetings.

I have collected quite a bundle of letters that tell why the writers are

not members. The reasons given are many and varied. However, most of these can be grouped under a few headings. Let us see what they are and briefly consider each group.

(1)—WE HEAR A GREAT DEAL ABOUT THE FAILURE OF THE ASSOCIATION AS A TRAFFIC POLICEMAN FOR THE BUSINESS.

It seems that a great many men expected the association to assume the role of a gigantic policeman. They expected this officer to regularly patrol the entire country. He would see that each dealer stayed in his own territory. Not one of us would be allowed to cut prices, in fact we would all be compelled to ask the same price. Where tenement house mausoleums and non-identity cemeteries sprang up like toadstools overnight, the great foot of the cop would stamp them out at once, and in addition this mythical officer would make a pro rata distribution of orders so that everybody would be happy. Large numbers of men have left our ranks or have never joined because we failed to produce the Utopia that their mind had conceived or perhaps some over zealous member had pictured would be the result of simply taking out a membership. Who was the man who first thought of the association as a substitute for individual business ability? The association can point the way, but we can not go into a man's office, keep his books and do his estimating as well as interview his clients and make the sales. Neither can it force the observance of the Golden Rule in dealing with fellow craftsmen. There has been a sort of implied supposition that the association might create in the public mind a high regard for us and our business. How anyone ever thought that an organization could be a substitute for individual business efficiency in giving a service that the public wants and appreciates, is more than I know. The apartment mausoleum and non-identity cemetery will be discussed later.

(2)—THE MEMBERS OF THE ASSOCIATION DO NOT PRACTICE WHAT THEY PREACH.

My own observation is that where there is one man who deliberately says

one thing and does another, that there are dozens of men who through lack of sales ability fall in the heat of a business conflict. They either lose their heads or the buyer gets them on the run. The result of this is that Smith says he can not be ethical and compete with Jones. Jones says the same thing about Smith. If Jones and Smith made a study of how to avoid allowing a sale to get into a matter of price competition on the same thing, this great stumbling block would be removed. The educational course makes very plain how to overcome this.

- (3)—"THERE IS VERY LITTLE IF ANY VALUE IN A MEMBERSHIP FOR ME."

It is very doubtful if many of these men ever got near enough to find the value. These are the fellows who did not attend the meetings. Those who made no sincere attempt to put into practice the better business suggestions that were available. In other words if they sat at the table at all they did not partake of the food that was prepared. The reason may have been that perhaps they wanted to create the impression that they needed no nourishment or else were a little reluctant to show that they were hungry.

- (4)—"TOO EXPENSIVE, I CANNOT AFFORD IT."

A very common excuse. Yet most of the fellows who use it will tell you that the business is in a terrible condition. It seems to me that if I thought conditions were half as bad as these fellows picture it, I would want to do something. Perhaps I might want to chance investing one-tenth of 1% of my sales in an organization with the ideals of ours and officered by the conscientious men that I have known in my connection with the National. Surely no miracle will change conditions and nothing will be done unless we provide our organization with funds.

- (5)—"I WILL NOT JOIN AS LONG AS MY HATED COMPETITOR IS A MEMBER."

This is an old excuse and has kept men apart and battling for years. This attitude has never added one dollar to profits and in many localities has practically ruined the business. Experience has shown that usually one was as much to blame as the other, frequently a get together within the organization has resulted in a lasting friendship being formed. An association membership, while not an absolute

preventative, greatly lessens the chance of a declaration of war.

- (6)—LACK OF CHARITY ON THE PART OF MEMBERS FOR THE SINS OF OTHERS.

We find it sometimes hard to overlook the faults of others. Yet a great deal more can be accomplished by example than by railing at the offenders. At any rate, why can we not be sportsmen enough to consider this one of the hazards of the business game. I have often wondered at the piles of earth, sloping hillsides, patches of sand, and other things that make a game of golf difficult. You know that I do not play the game (not old enough yet) so I know very little about it. Provided I was laying out a course, I would build a nice smooth trough from one green to the other. I would slope the ground on both sides towards the trough so that if my drive was out of line, it would roll down to the trough and go on until its force was spent. You say that this would make the game so easy that no one would want to play it. No skill at all would be required. I have been wondering why we could not consider the competitor who lacks ability as a designer, sells on price alone and uses the poorest material and workmanship, one of the hazards of the business game. Tell me why it can not be made an intensely interesting game to learn to drive the order over the bunker of poor design, past the sand trap of price, and over the ditch of faulty material and workmanship, finally landing it on the green ready for closing? Then a short putt would land it in the order book. Organization can never remove all of the business hazards or be a substitute for business skill and ability.

Your organization can only teach the rules of the game. You will have to acquire the technique by practice.

- (7)—LACK OF PERSONAL CONTACT WITH THE MEMBERS AND FAILURE TO PROMOTE DISTRICT CLUBS.

Here is perhaps the best founded criticism of all. Shortage of funds has been the handicap that prevented effective work along these lines. More funds is the only solution. Let us remember, however, that the best locals are promoted by men within the district. Further, that time spent in encouraging good fellowship within your district usually returns greater dividends than any other work you can do.

- (8)—"I DO NOT WANT SOMEONE TO TELL ME HOW TO RUN MY BUSINESS."

When a man knows his own business so well that he can not learn something by associating with those engaged in the same line, he has attained a state of perfection that personally I never hope to reach. Further, I would not want to be isolated so far above my competitors. You men who are not willing to share the good points that you have developed are losing one of the greatest opportunities for promoting your business. Now that we have considered some of the objections, let us pause for a moment and consider what our association is and what it might accomplish. We are a group of retail dealers who are voluntarily associated together. One of the features of the Constitution and bylaws provides for a representative from each state. From this group of state representatives, the officers are selected. It is quite obvious that we can be no better or worse than the average ability of our members. We can not bring the business to any higher plane than our average member can reach.

Some of us have not fully realized that we individual dealers are the association. That it will be about what we make it, and that we can make it about what we want to. Further that if most of us make very little effort, it will amount to very little.

Let us consider for a moment whether we as an organization have done anything worth while or of real value.

Suppose we make a comparison with the Boston convention held 15 years ago, which was the first I attended. Let us take a look at the crowd, the exhibit, and compare the places of business now with those of 1912. Compare this Boston exhibit with the Stevens held last year.

What brought about the changes? Had there been no organization, no meetings or exhibits, could this progress have been made? Is it reasonable to argue that if each business man had stayed at home that the marvelous progress in design and creditable places of business could have been accomplished? Then is not one of the chief accomplishments of the organization, the getting a man away from home and causing him to become dissatisfied with the business that he is doing?

"Yes, but my people are not educated in design and my place of business suits those in my locality," is a more or less common remark of men whom I doubt are listed as income tax payers.

Men make progress by building on

the discoveries of others. The Wrights started where Langley left off and made the first successful flight. We need to interchange ideas and get to striving for better things.

Several years ago a group of men hired a cost accountant who developed a system of accounting designed especially for our business. It has stood the test and stands today as a perfected business tool. It has been generally conceded that failure to gather cost information is back of most of the failures to make money. It is an acknowledged fact that very few memorial dealers have adequate cost information. After having been widely announced only about 3% of our total dealers are using this system. You would have a man examined for his sanity who cut stone by the methods used 35 years ago. Yet here is practically the whole industry refusing to use a tool of known productive value because it requires a little training and some expense to operate. The majority still guess and trust in God.

About two and one-half years ago your officers concluded there was little hope for the business unless we could raise the standard of efficiency within the craft. We thought we saw the need of better sales methods. That we lacked the information to successfully promote our business. That there was a great need for better business organization.

We conceived the idea of, and promoted the Memorial Extension Commission which is now spending \$50,000 in a scientific investigation and preparation of an educational course. Last May, the Commission Life Boat was launched. All around were men crying for help saying that they could not keep afloat much longer. Life preservers were offered everyone. Most of those who accepted immediately began to tell others what a help they were. Just a very few took one and because it required holding on to, and a little experience in using, gave up and continued to struggle. They are still calling for help. It seems almost incredible that only about 25% of the total have now accepted a business help that has been characterized by the biggest men in the industry as the most valuable business aid yet devised. That it is equally valuable for the small business man, is a proven fact. I am citing these things, not because I am discouraged, but to give a clearer understanding of what must be done.

The facts clearly prove that we are

suffering today from lack of knowledge of how to promote our business successfully. Further, that in many cases sales friction between competing dealers is rapidly ruining the business. The solution lies in placing before each business man the information necessary to solve his business difficulties, then to secure his cooperation and promote good fellowship in each district by bringing the men together in group meetings. Have you realized that effort put forth in promoting the growth of your Association will return greater dividends than standing aloof and fighting your fellow dealer by unethical methods? It is a well established fact.

Now just a few words about the cemeteries that feature forgetting your ancestry to fatten your pocket book, and the tenement house mausoleum, and I will be ready to close. It is bad enough for a man to have to spend his life time with only a thin partition between him and his neighbor, without having to spend eternity under the same conditions.

A few years ago these were considered more or less of a joke. At that time our business never had experienced a real competition in its own line, and we thought it never would. Now we are faced with their promotion all over the country by fellows who have the backing of strong financial organizations. Your Association last year started a scientific investigation into these activities and has gathered a lot of interesting data. We know how they are promoted. How the promoters succeed in interesting prominent men. We can tell you just why they are dangerous. A plan is now being mapped out to effectively combat them.

You can make up your mind right now that no miracle will stop them. That if it is ever done, it will be by concerted effort on the part of the men in the industry. And then largely through individual effort by adopting a constructive business policy. We have got to spend a little money in fertilizing, and a lot of work in cultivating our business field. To do this effectively an organization will have to be maintained to do the laboratory work and direct.

Again there arises that old argument so frequently heard. "I can get along without a membership and save that money." Yes, perhaps you can, however, we know that you can not continue without volume. You say this has been declining. These promoters are unquestionably threatening your

volume. Last year my own company passed its 50th birthday. We have always carried fire insurance and never had a fire, but we recently added \$10,000 to cover our inventory. Let me ask you, was this good business policy? You say yes, then is it not just as good judgment to insure the future of your business by taking out a membership and becoming active in promoting the M. C. of A.

If the memorial industry from top to bottom could get a vision of what it means to use money in promoting business and get away from the old tradition that the only money you can make is what you save, we would have made a tremendous stride forward.

In my boyhood days on a Kansas farm, we had farmers who saved their teams by plowing 2 inches deep. They used no fertilizer because it cost money and meant additional work. Knowing that their crops would be poor, they planted additional acreage to make up the loss caused by poor farming. Then because they had covered so much ground they could not cultivate the growing crop and were always in poor circumstances. Men, I would like you to take this Kansas story home with you and study it. See if it does not pretty near parallel our own case.

I have tried to show you some of the needs of the business as I view them after having served you in official capacity for several years. The summary of the situation as I view it, is that there is a great need for organized concerted effort and very little, if any hope without it. That we are engaged in a business where educated business men of a high type are needed. That the immense amount of muscle that has been used in the Course has shown so conclusively the fallacy of attempting to merchandise memorials by combinations and cut prices that a discussion of this plan is not necessary. I hope that I have not alarmed you, but have given new courage and renewed your hope. Above all, it has been my desire to show the real field for our organization and convince you of its value to you on a real dollar and cents basis.

Through the investigations made by the Business Training Corporation we have located and developed our objective. There is no longer an excuse for one of us to do business in a haphazard manner. Each memorial purchaser, properly handled becomes, not only a business promoter, but a real enemy of the tene-

(Continued on page 24)

CONVENTIONS

Minnesota, Nebraska and Ohio State Conventions as viewed by the Editor.

The task of publishing a forty page booklet monthly and attending State Conventions as well is indeed a strenuous one. The Minnesota convention was held in St. Cloud so it was possible for me to attend the entire session. I was invited to speak to the Nebraska dealers at Omaha, Nebraska, February 5, and it was then necessary for me to reach Columbus, Ohio for the 7th, to give another talk on "Design" before this meeting. Because I was only able to spend one day each at the Nebraska and Ohio conventions, my report must necessarily be somewhat brief.

I am relying considerably on memory in making these reports as no notes were taken. It is very encouraging to observe the increased attendance and interest being shown each year at these annual meetings.

I greatly appreciated the gracious reception accorded to me at all these meetings, and the words of encouragement tendered me by the officers of the Associations and the dealers as well in my efforts to produce a booklet of general benefit to the Craft.

to the visitors to make the city their own and enjoy their stay here.

A response by Bert Gilmer of Delano, President of the Memorial Craftsmen of Minnesota followed. A discussion was then taken up with President Gilmer presiding. Several talks from representatives of producers were heard and many of the visiting retailers and producers joined in the discussions.

Paul Daggert executive secretary of Catholic cemeteries in Minneapolis and St. Paul, and Curtis M. Johnson of Duluth, were the principal speakers at the Tuesday afternoon session.

Mr. Daggert's theme was that of better cooperation between the cemetery association and craftsmen in making beautiful cemeteries and explained how the craftsmen should accept the regulations that are coming into effect generally in which the cemetery associations demand conformance to plan in the matter of monuments. The idea must be remembered at all times he stated that the craftsmen are performing services to bereaved persons at a time of unusual conditions and that "Service" should be the motto of craftsmen more than of other trades.

He touched briefly upon a point of



MINNESOTA

The twenty-third annual convention of the Memorial Craftsmen of Minnesota was held in St. Cloud, January 29 and 30, at the Breen Hotel. The convention was officially opened with Mayor James H. Murphy's address of welcome in behalf of the city and its citizens. A. V. Ahlgren, President of the North West Granite Manufacturers Association extended a cordial invitation

moot contention between dealers and cemetery associations in the regard to the recovery of stones for which payment was not made and stated that only a legislative act could remedy the present law which makes a monument a part of the real estate of the cemetery and thus prevents removal of an unpaid for memorial.

He explained the reasons in detail for such provision and stated that the

matter was one for adjustment by credit departments of the monumental firms alone.

The cemetery association and the craftsmen can of course benefit by co-operation, the craftsmen by conforming to association regulations as regards monumental designs and the cemetery association by standardizing its requirements, and thus making the efforts of the craftsmen easier.

Curtis M. Johnson was the next speaker on the program, and took as his subject "Boosting the Average." Mr. Johnson gave one of the finest talks ever heard before an association meeting, and he was frequently interrupted by applause.

Craftsmen of America. Mr. Harris explained the work of the Memorial Craftsmen's Association and showed in detail what the association is doing for the trade and how it can assist its members in their problems. He cited frequent letters and communications which he receives, showing how the Association is called upon to solve problems for the retail dealers, who complain of price-cutting, no-monument cemeteries, and community mausoleums projects, which are disrupting the business. An effort will be made to secure this address for a later issue of DESIGN HINTS.

Mr. Harris well demonstrated his ability and fitness for the position he occupies, and we feel the Trade is to be



At six thirty Tuesday evening the annual banquet was held in the main dining-room of the Breen Hotel. Close to three hundred guests enjoyed a delicious dinner and the entertainment that followed. Between the courses music was furnished by the famous Great Northern quartette, who passed up other invitations in order to be present at this banquet. They are always most enthusiastically received by the craftsmen and were repeatedly encored. A clever dancing act by little Gladys George, daughter of Joseph George, of the North Star Granite Corporation, and Lucille Luckemeyer, daughter of John Luckemeyer, President of the Royal Granite Co., also proved very delightful to the guests. A few impromptu speeches were then made after which the guests adjourned to the Breen Wintergarden where dancing was enjoyed until the wee sma' hours.

The Wednesday morning session was opened with an address by Lester E. Harris, the popular and most efficient executive secretary of the Memorial

Craftsmen of America. Mr. Harris explained the work of the Memorial Craftsmen's Association and showed in detail what the association is doing for the trade and how it can assist its members in their problems.

Dr. Roy L. Smith, then followed with his most enlightening talk on "If I were a Salesman."

We were very fortunate in being able to secure a copy of Dr. Smith's address which is published complete in this issue. Dr. Smith is a nationally known orator, and we believe an effort will be made to secure him for the program for the National convention.

A closed meeting was held Wednesday afternoon at which time the following craftsmen were elected officers of the State Association for the coming year, President Otto R. Schochow, Virginia; Vice President, Ed. Larson, Braham; Secretary, R. T. Schumacher, Shakopee; State Delegate to the National Convention, Ex-President Bert Gilmer, Delano.

The visitors were again invited to hold their meeting here next year where they are always assured a most cordial welcome.

(Continued on page 23)



Design Hints No. 211

HARRINGTON

The Harrington design with its simple conventionalized ornamentation is approved for an inexpensive memorial for two-grave lots, for which there is an increasing demand. Markers are eliminated by placing inscriptions on the die as shown.

Beautiful 11x14 photographs of the designs shown on pages 19 and 22 will be furnished by Design Hints for 75c each.



The Paul Swenson Sepulcher was furnished by us for the Hopkins Marble and Granite Works, Hopkins, Minn. Memorials of this type are generally planned to accommodate from one to six interments.

MELROSE GRANITE COMPANY

St. Cloud, Minnesota

Say you saw it in DESIGN HINTS

Unusual Memorials



The business of conceiving, designing and executing unusual memorials is a matter of everyday routine in the Melrose organization. We have the designers and craftsmen to develop and carry out ideas that appear to be insurmountable obstacles to many manufacturers.

Every day over two hundred Melrose craftsmen labor with every energy of brain, every witchery of trained hand and eye, every ingenuity of mechanical appliances in the production of unusual memorials.

You, too, may derive benefits from our design service and sales helps. Submit your problems to Melrose today, we will help you solve them.

Say you saw it in DESIGN HINTS

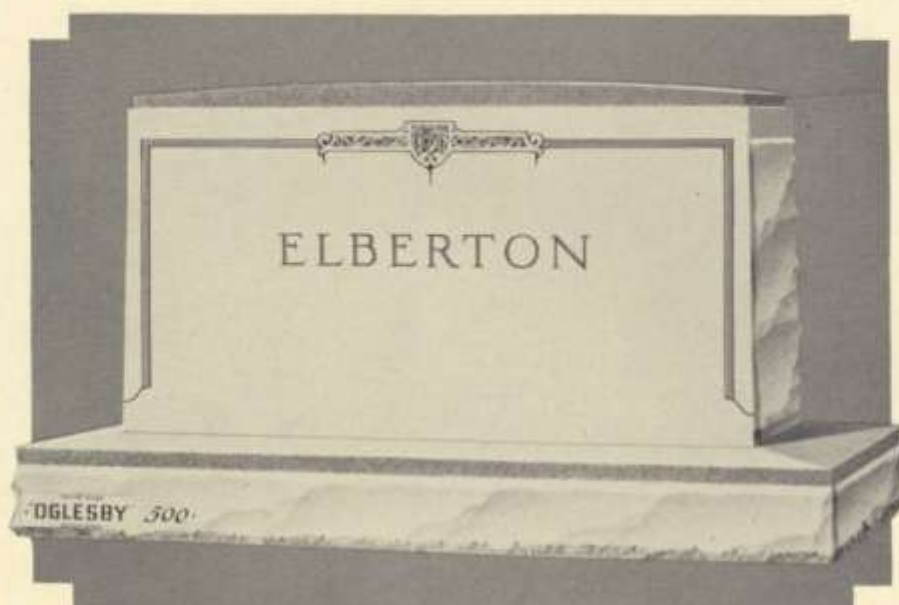


Design Hints No. 210

JARDINE

The Jardine design presents very attractive treatment in the convex ends with slightly axed margins and curved shoulders of the die. The laurel wreath, symbol of Memory, is gracefully suspended apparently, by the line from the corners with an over-curve which conforms to the top of the die. The margin-lined, platform base completes this attractive and salable memorial.

Please write the manufacturers listed in Design Hints for Sizes and prices on the designs shown on pages 19 and 22



An Appealing Design For

TRADE-MARK
BLUE "OGLESBY" GRANITE
REGISTERED

Tasty ideas in design plus a beautiful granite to work with and the use of the modern edging machine, result in an exquisite, salable and inexpensive memorial.

The ELBERTON design, one of our newest offerings, will appeal to discriminating prospects and should have a prominent location in every dealer's show-room.

May we send you sizes and prices on this design No. 500?

Rough Stone - - Sawed Slabs

OGLESBY GRANITE QUARRIERS
Elberton, Ga.

Say you saw it in DESIGN HINTS

tailed report of the Thursday morning session, but I heard it was very instructive.

The convention was called to order at 9:30 Thursday morning. After the invocation the minutes of the February 7 and 8, 1928, meeting were read. This was followed by the report and address of President, H. S. Holton, Toledo, Ohio; the Secretary-Treasurer's report by O. J. Beiter, Newcomerstown, Ohio; report of Executive Committee by E. Nelson High, Cincinnati, Ohio; and other Committee reports.

At 10:30 there was a "group meeting demonstration" conducted by Dr. H. Robinson Shipherd, Secretary of the Business Training Corporation, New York City. We arrived upon the scene just as this demonstration was being discussed by the members. At the time that we entered the meeting hall Athol Bell the brilliant editor of the Rock of Ages magazine and salesmanager of the Rock of Ages Corporation was expressing his reaction in his usual eloquent style. Athol did not like the use of the word "stone" in its reference to memorials. He thought the words "granite" or "marble" should be substituted.

The morning meeting was well attended and full of "pep." Mr. Glenn H. Campbell, President of the Campbell Advertising Inc., Toledo, Ohio, was the first speaker of the afternoon session. His title was "Advertising as applied to the Memorial Industry." He had many splendid suggestions that he offered the craftsmen which were beneficial and intensely interesting.

The next on the program was the address of "ye editor" which was switched from the Friday morning session to Thursday afternoon to enable him to catch a homeward bound train a day sooner. It is not necessary to mention this address any more than to state that the attention and apparent interest accorded him was indeed inspirational, encouraging, and amply repaid him for his effort and the journey.

The annual banquet was held in the ball-room of the Deshler-Wallick hotel, Thursday evening. A well arranged menu delighted the guests; there being about two hundred in attendance. Speeches were taboo at the banquet, but entertainment was not wanting. Orchestra music, was furnished during the dinner, after which the guests were entertained by novel vaudeville features. The evening's entertainment was con-

cluded by dancing and everyone enjoyed themselves.

A feature of the Friday morning's session was the address of Mr. R. L. Belknap, President of the Memorial Craftsmen of America. The title of his address was "The Value of an Association Membership" and we have published it completely in this issue.

Another feature of the program we believe deserves due consideration in our report was the program which the members had arranged for the visiting ladies. A theatre party was arranged for Thursday afternoon; banquet Thursday evening; and a shopping tour, Friday morning, which no doubt greatly pleased them.

The untiring efforts necessary to arrange an attractive and interesting convention program have brought success, and the officers feel that the attendance next year will be even larger.

Is The Memorial Craftsmen of America An Organization Worthy of Support?

(Continued from page 16)

ment house mausoleum and non-identity cemetery. The knowledge is now within the reach of all. Added to this must be the continued striving for better things and the building of good fellowship. It seems reasonable to say that the success of the memorial dealers future will be in direct proportion to his diligence and ability in applying the business suggestions furnished, and by his activities in promoting the welfare of his Association. Certainly it is very clear that your Association is not an instrument to be used in squeezing from the public a high return for a poor service. Support and use it to create friendship. Realize that it is a laboratory to discover, test, and disseminate the basic principles that will arouse enthusiastic appreciation for well kept cemeteries and better cemetery memorials.

WANTED—Salesman to represent us in the following states: Iowa, Nebraska, Minnesota and North and South Dakota. Commission basis. Write direct to The John Swenson Granite Co., Concord, New Hampshire.

WANTED—Salesman on the Pacific Coast to represent a Leading Wholesale Granite firm Selling Imported and Domestic granites to retail monumental firms. Commission basis. Address Leading care of Design Hints.

"If I Were A Salesman"

(Continued from page 12)

believe in today and it's possibilities.

No matter how badly everything turned out yesterday, that was yesterday and today offers me an opportunity to correct the mistakes of yesterday.

Today has twenty-four hours of opportunity in it. I believe in it. The coming of the morning's light is a challenge to my faith. It is the promise of Heaven that I shall have light to work by until evening.

Light means the presence of God. The sunrise meant the smile of God. Work means the compliment of God. Difficulties are the compliments of God. I have all of these in today. Therefore I believe in it.

Today shall be the best day I have ever lived.

PORTABLE SURFACER— SLIDING BAR TYPE

The last word in power, durability, efficiency, and economy of operation for the craftsman in stone. This surfacer is made in two sizes, and is fully described, together with its equipment, in our latest catalogue, sent free on request.

TROW & HOLDEN COMPANY

Stone Working Tools and
Supplies
Barre, Vermont

NEW ADDRESS OF

RUEMELIN MFG. CO.
MILWAUKEE, WIS.

589 Clinton Street

Complete Sandblast Outfits
Sandblast Generators
Sandblast Guns
Zig Zag Sand Sifters
Dust Collectors for Surfacers Machine
Dust Arresters—Fans



Outfit No. 5

Nozzles

Knives

Trucks

Com-
pressors

Motors

New Styles Cost No More!!!

YOU GET THE NEWEST AT MODEST PRICES
IN OUR DESIGNS OF MODERN MEMORIALS
FINISHED IN RELIABLE AND DEPENDABLE MATERIALS

GRECIA GREEN
RADIANT RED
REGAL PURPLE
LIGHT BARRE
WAUSAU RED
BLUE PEARL
BLACK SWEDEN
CRYSTAL GRAY
BEERS RED
GOLDEN PINK
GREEN SWEDEN
RED ST. CLOUD
STANDARD GRAY
WINNEBAGO BLUE

PINK MARBLE
DARK BARRE
PINK PEARL
BALMORAL RED
PEERLESS PINK
BASE STOCKS
F / G BLACK
GRAY ST. CLOUD
EMERALD PEARL
ELBERTON BLUE
CRYSTAL PINK
MILLSTONE POINT
EXTRA DARK QUINCY
ITALIAN STATUARY

VARIETY AND STYLE IN YOUR DISPLAY
MAKE SALES

MONUMENTS MONOLITHS MARKERS
DIES LEDGERS ROLLS

Our Imported Granites for Immediate Ship-
ment will Appeal to You.

Unusually Low Prices quoted on your
Sketches. Prices, Stock Sheets and
Samples by Return Mail.

BURTON PRESTON & CO.

Mansfield, Ohio



Smith-Barre Invites Critical Inspection

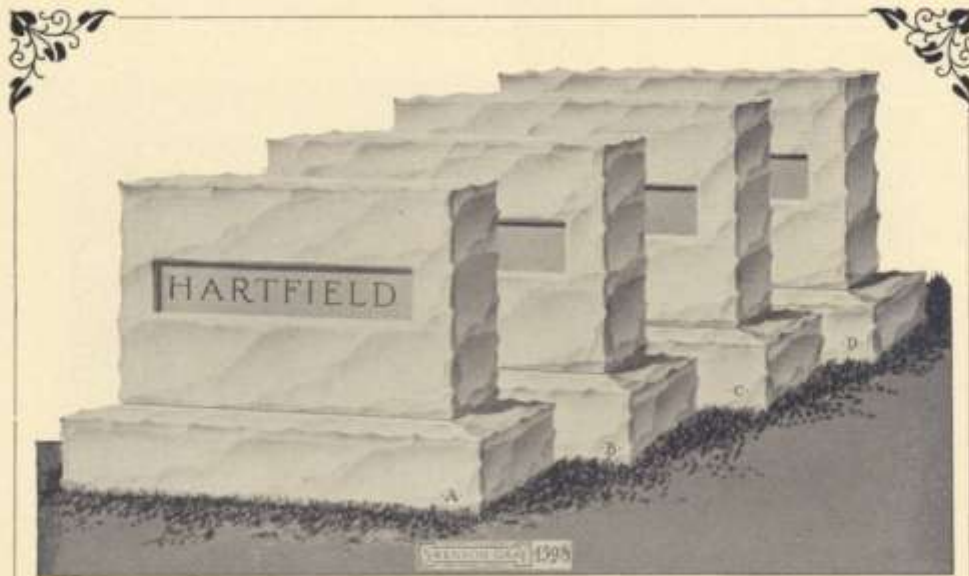
SMITH-BARRE, the light Barre granite of distinction is popular with dealers all over the country. Its flawless texture and even tone makes it generally popular. Smith-Barre granite is unexcelled for fine axed finish and exquisite carved details.

The Smith certificate of guarantee assures you of a perfect raw material, one of the fundamental requisites of an artistic and salable memorial. Specify Smith-Barre on your next order.

E. L. SMITH & CO.
BARRE, VERMONT



Say you saw it in DESIGN HINTS



A NOVEL IDEA FOR

SWENSON GRAY

SWENSON
GRAY

THE ABOVE cut illustrates clearly the adaptability of SWENSON GRAY granite for shell-rock, rustic memorials and sand blast treatment.

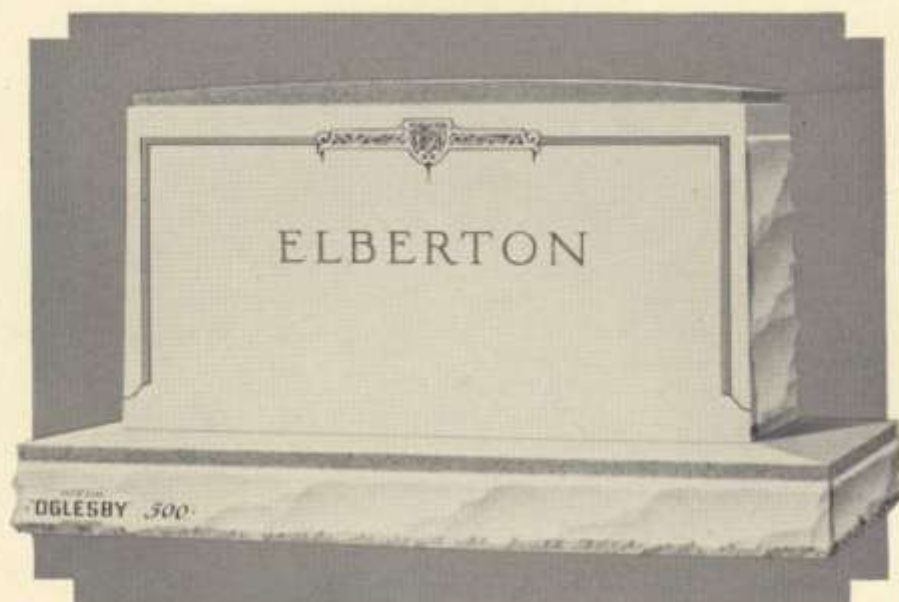
This type of design has always been very popular—prices are attractive and deliveries can be made promptly.

Inquiries welcomed.

The John Swenson Granite Co.
Concord, New Hampshire

I. N. Strock, Baltic, Ohio; Fred Haslam, 4019 Kenwood Ave., Kansas City, Mo.

Say you saw it in DESIGN HINTS



An Appealing Design For

TRADE-MARK
BLUE **“OGLESBY”** GRANITE
REGISTERED

Tasty ideas in design plus a beautiful granite to work with and the use of the modern edging machine, result in an exquisite, salable and inexpensive memorial.

The ELBERTON design, one of our newest offerings, will appeal to discriminating prospects and should have a prominent location in every dealer's show-room.

May we send you sizes and prices on this design No. 500?

Rough Stone · · Sawed Slabs

OGLESBY GRANITE QUARRIERS
Elberton, Ga.

Say you saw it in DESIGN HINTS

DIRECT PROOF OF MERIT



Device Pat. Sept. 22-25

Manchester, Ohio, June 22, 1928.
Mount Brothers, Memphis, Mo., Gentlemen: We have given your Air Take-Off Device a thorough test and find it the most efficient means for lettering in the cemetery that has ever been devised. We would not hesitate to recommend it to anyone in need of it. Very truly yours,
The Manchester Granite & Marble Co.

GIVE IT A TRIAL BE CONVINCED

This "Air-Take-Off Device" is being used by hundreds of satisfied dealers. It gives more pressure than any other so-called air-take-off-device for cemetery lettering.

Device fits spark-plug hole of any motor, no tank required. Guaranteed 2 years; 10 day trial.

Be Sure to Specify Make of Car

Gentlemen: Enclosed is check or (send C. O. D.) for \$30.00. I will try the "Air Take-Off Device" for 10 days. If not satisfied, you are to return my money.

Make of Car _____

Name _____

Address _____

MOUNT BROTHERS, Memphis, Mo.

Junior Surfacing Machine and Dust Arrester

Manufactured by the
GRANITE CITY TOOL CO.
Highly recommended by users.

Granite City Tool Co.,
St. Cloud, Minn.
Gentlemen:

The "Victory Junior" surfacing machine installed in our plant is giving very satisfactory service.

A careful check of the work turned out by this machine as compared to our larger machines reveals the fact that it is producing fully as much work as the larger ones. We have also found that we are able to produce a better quality and more exacting work with it than with any other machine.

We recommend this machine most highly to anyone interested in the purchase of a surfacing machine.

Very cordially,

Liberty Granite Co., Inc.,
St. Cloud, Minn.,
By Frank N. Yogerst, Pres.

Machines in stock at Barre, Vermont and St. Cloud, Minn. Prompt shipment assured from either point. Full line of tools and supplies.

Granite City Tool Co.

Barre, Vermont.

St. Cloud, Minn.



Say you saw it in DESIGN HINTS



The Three Pyramids

Each month Pyramid Red makes a host of friends. There is a reason.

One of the new granites in the Pyramid line, a leader in its field, is Crystal Gray. It's clear even grain lends itself to a polish of supreme lustre. It's fine texture enhances axed work.

As a favorite of long standing Pyramid Gray goes forth each month to new and old friends.



Let Pyramid granites, designs and craftsmanship help you to secure bigger and better results this season.

Pyramid Granite Works

Incorporated

St. Cloud, Minnesota



Say you saw it in DESIGN HINTS



Perfect Balance In a Raw Block

NO single characteristic is outstanding in Wetmore & Morse Light Barre Granite.

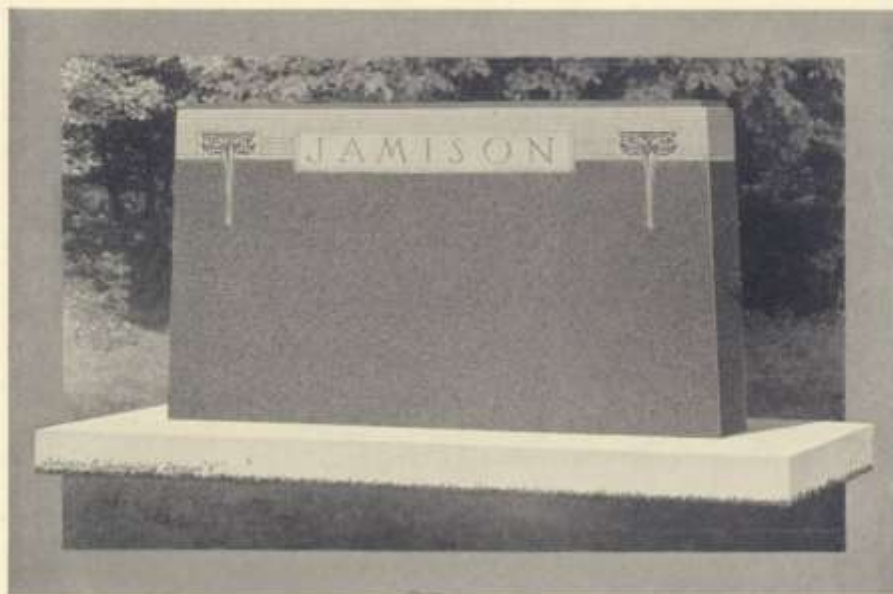
All the qualities you need for a perfect memorial are present—one balanced with the other. There is both fine texture and even coloring—and the granite takes carving in a really superior way. Wetmore & Morse Light Barre gives you a memorial of Balanced Beauty—enhanced as a sales unit by the Certificate of Merit.



Wetmore & Morse Granite Co.,

Quarries: BARRE, VT. Main Office: MONTPELIER, VT.

Say you saw it in DESIGN HINTS



Business Building Service

A NEW Design, a memorial of dignity, hewn out of the rock by master hands, is Johnson & Gustafson's monthly offering to the trade.

A close co-operation with its dealers all the time, combined with original creations in design and execution, makes Johnson & Gustafson service an asset to any dealer. You, too, can profit by this service.

We use Rock of Ages granite, on our polished work, and E. L. Smith and Wetmore & Morse Lt. Barre for axed and rock work.

Johnson & Gustafson BARRE, VERMONT

EASTERN REPRESENTATIVES

Mr. Gust. Martenson
Mr. C. A. Arnold

WESTERN REPRESENTATIVES

Mr. H. H. Abraham
Mr. John Haley
Mr. John L. Marsh

SOUTHERN REPRESENTATIVE

Alex. Duncan

Say you saw it in DESIGN HINTS



Individuality

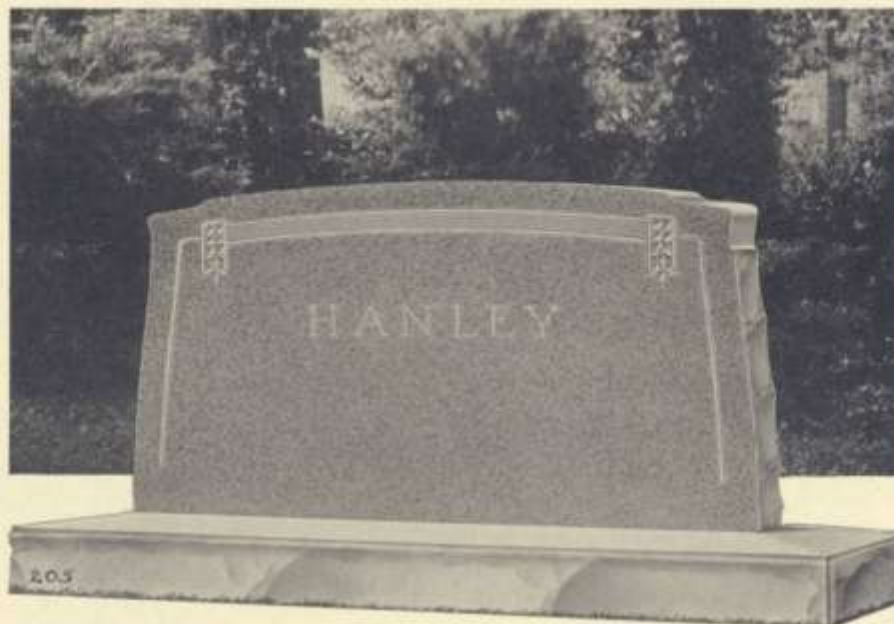
THERE is something in Rex that lends individuality to a Rex creation. In coloring, a little more intensive, a dignity of tone, and a polish of deep lustre. In axed and rough work its fine grain lends a touch of distinction seldom found in other granites.

Rex is not only another Red, it is a distinctive Red, one that has made many friends all over the country. We invite your inquiry.



*Rex Granite Company,
St. Cloud, Minn.*

Say you saw it in DESIGN HINTS



BUSINESS PROGRESS

TO PROGRESS, business must ever keep abreast of new ideas and improved methods. So also the business of creating memorials must constantly be alert to the newest in design and craftsmanship. That's the reason why an ever increasing number of dealers stock their display rooms with Liberty memorials.

Our large variety of granites will meet all requirements.

*Liberty Standard Red—Liberty Gray—
Liberty Red—Standard Minnesota
Pink—Belview Mahogany—Light
and Dark Barre—Ogelsby
Blue.*

LIBERTY GRANITE CO., Inc.
ST. CLOUD, MINN.

Say you saw it in DESIGN HINTS

Master Touch Memorials

The leading Craftsmen of America feature memorials with the "MASTER TOUCH" emblem. Look for the little triangle. It is your assurance of design authenticity, and genuine, reliable quality.

A progressive policy of installing modern equipment with a saw as a new unit will add to our plant's efficiency and enable us to assure you a very complete service.

We particularly recommend our Ortonville Ruby Red, and J. & L. Mahogany for intricate sand-blast carving.

We suggest your immediate inquiry for designs, samples and more detailed information.



GLOBE H. C. CHILLED SHOT

For sawing, cutting and polishing Granite, Marble and other hard stone

BEST BY EVERY TEST

Special treatments for strength and durability render it 35 to 40 per cent more efficient in length of service and cutting capacity than the ordinary cast-iron low priced shot. Its maintained uniformity and quality insures satisfaction at all times.

Manufactured by
The Globe Steel Abrasive Co.
Mansfield, Ohio.
Write for Samples.

St. Cloud Iron Works Co.

St. Cloud, Minnesota

Manufacturers of

**Jenny Lind
Stone Polishers
Shot Wheels
Emery Wheels
Surfacer Frames**

Agents for

**Dallett Products
Pneumatic Tools
Stainless Glue
Putty Powder**

**Motor Equipment Reduces Toil and Increases Profits****MAKES 'EM HAPPY**

Cranes, Hoists and Derricks make play of work. Ask the men who use them

DRIVING POWER

is needed to keep bulky machinery in profitable motion. We specialize in motorized equipment for the granite industry

**GRANITE CITY IRON
WORKS**

St. Cloud, Minn.

**GRANITE CITY ELECTRIC
COMPANY**

St. Cloud, Minn.

Overhead Cranes Reduce Overhead Costs

Say you saw it in DESIGN HINTS

Franklin Printing Company

Tower Building
Rockford, Illinois

Department of
BLISS DESIGN COMPANY



IMPORTANT ANNOUNCEMENT

Your DESIGN COMPANY has now made it possible for any prideful memorial craftsman to obtain exquisite stationery forms at a cost of very little more than he would pay his job printer.

WE OFFER

To submit to our clients a group of beautifully illustrated, aristocratic ideas for stationery forms.

On request these delightful forms will be submitted to you with complete information.

Your stationery is one of the first and most important mediums of public impression. Now that these artistic, modern forms are available to you at print prices, don't use inferior stationery any longer.

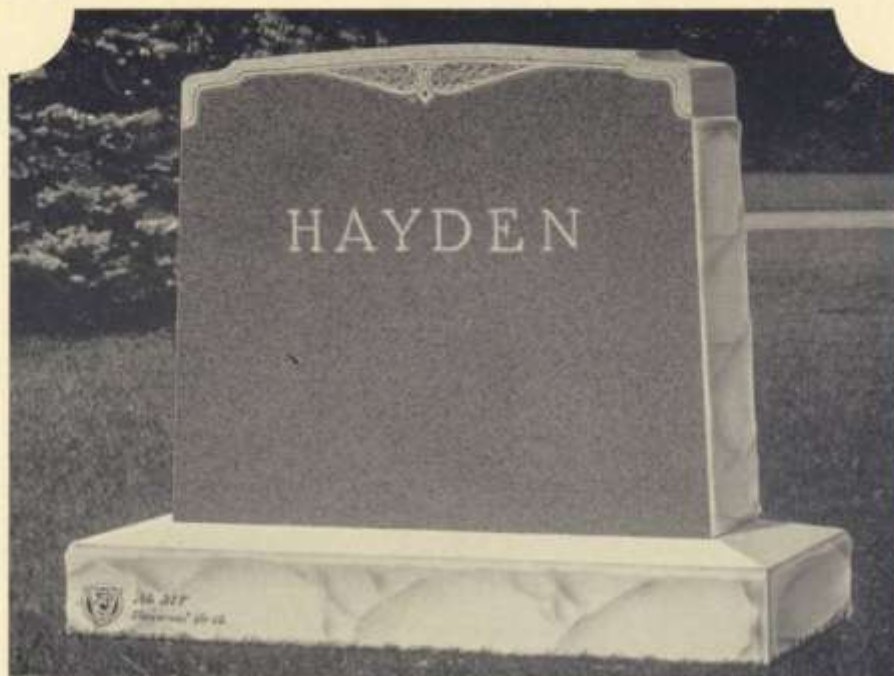
Color work, label work, varnish work, catalogues, and folders.



Address

Bliss Design Company,
Rockford, Illinois

Say you saw it in DESIGN HINTS



Uniform quality

New designs

Inexpensive memorials

Versatile craftsmen

Expert designers

Rapid service

Selling helps

Accurate details

Lasting memorials

*A
few
of the
benefits
you will de-
rive if you tie
up with Universal
Sales and Service.*

Universal Granite Co.

ST. CLOUD, MINNESOTA

Rep.—Ill. Ind. Mich. Ohio
LOUIS C. ROEMER

Say you saw it in DESIGN HINTS



Waldron Shield Co., Inc. Des. 4601

AS YOU WANT IT

BY

WALDRON SHIELD CO., Inc.

Our good friends who have been doing business with us for years, know what they can get from this house. They have settled satisfactorily a very important phase of their business by having Waldron Shield Co., Inc., fill their orders. We publish this advertisement to invite work from those who have never used our service. We will work very closely with you to give you the kind of production you want and the kind of service you want. Of course, all the things we can say about ourselves, won't tell you half as much as the filling of one order for you.

You'll never know the help you can get here until you send us that first order.

May we have your next one?

WALDRON SHIELD CO., Inc.

Barre, :-: Vermont

Say you saw it in DESIGN HINTS



Victory Granite Co., Des. 371

The Laurel Wreath of
VICTORY
on your memorial
GUARANTEES
a product of
ORIGINAL CONCEPTION
and
MASTERLY EXECUTION



Victory Granite Company, Inc.,
Barre, Vermont

SALESMEN:—A. A. Hecht 187-85 Jordan Ave., Chagelle Gardens, St. Albans, L. I., New York; E. O. Stander, 1313 16th Ave., Altoona, Penna.; J. Perry Greene 1517 Third Ave., West, Birmingham, Ala.

Say you saw it in DESIGN HINTS

Nobility!

The fine nobility of the sentiment of reverent memory is too precious to be entrusted to inferior granites. Its keeping, given to Royal Antique—granite so rich and warm, so teeming with color, is kept youthful and fresh—the immortal testimony of kin's regard for kin.

New designs are ready. A large percentage of your spring trade will want this noble granite.

Royal Antique



ROYAL GRANITE COMPANY
ST. CLOUD - MINNESOTA

A Class of Distinction

CAREFUL selection of granites, originality of design and careful workmanship have placed United memorials in a class by themselves. A class distinguished for its symmetry of design, artistic carving, brilliant polish and fine axed work.

United service will give you the knowledge of complete satisfaction at all times. We believe a few United memorials on your floor would be of mutual advantage.

UNITED GRANITE CO.,

St. Cloud, Minn.
