

NOT A LOST ART BUT A PAST METHOD

The Selby Shoe Co.

SUCCESSOR TO

The Drew-Selby Co.

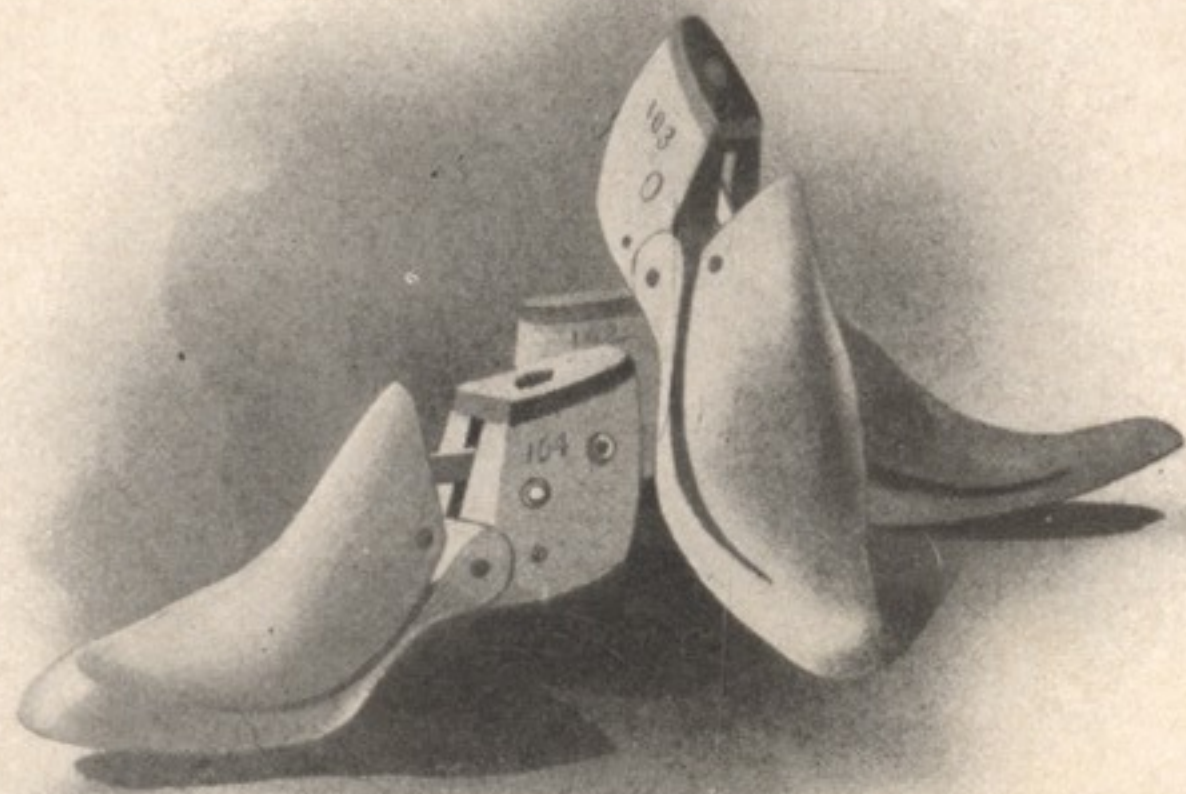
SUCCESSOR TO

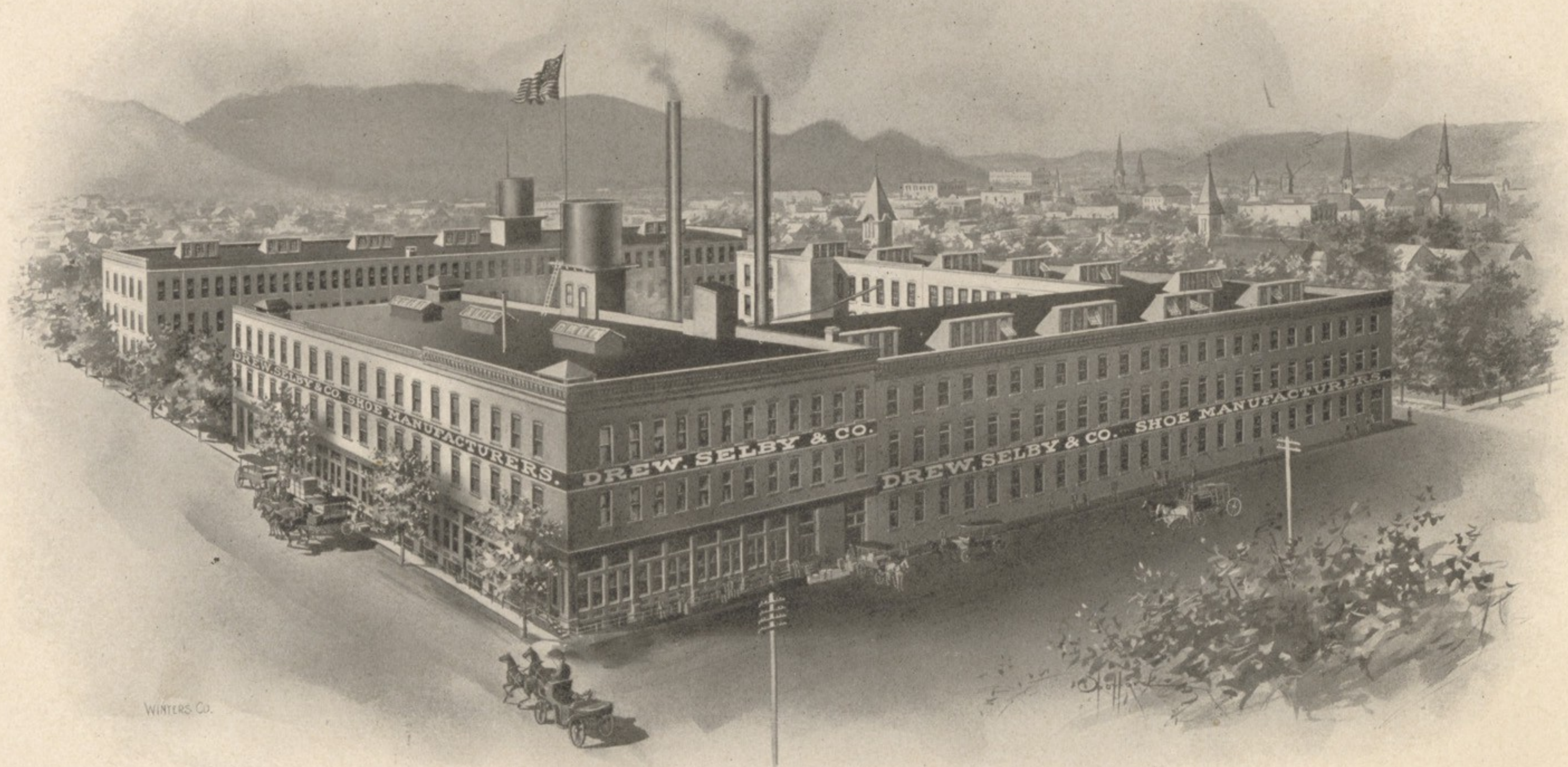
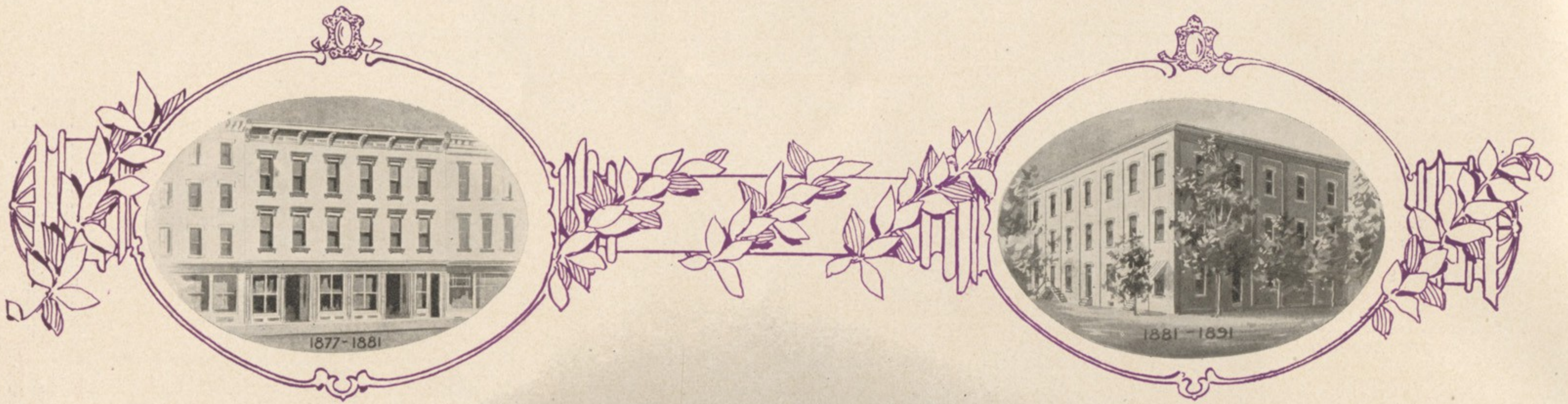
**DREW  
SELBY  
& CO.**

MAKERS OF  
LADIES  
FINE  
SHOES

PORTSMOUTH  
OHIO







WINTERS CO.

## Directors

GEO. D. SELBY,  
Pres. and Gen'l Mgr.

S. P. SELBY,  
Vice Pres.

P. E. SELBY,  
Vice Pres. & Supt.

MARK W. SELBY,  
Secretary

J. J. RARDIN,  
Treasurer

J. W. BANNON



## Directors

GEO. D. SELBY,  
Pres. and Gen'l Mgr.

IRVING DREW,  
Vice Pres.

S. P. SELBY,  
2nd Vice Pres.

MARK W. SELBY,  
Secretary

J. J. RARDIN,  
Treasurer

P. E. SELBY,  
Superintendent

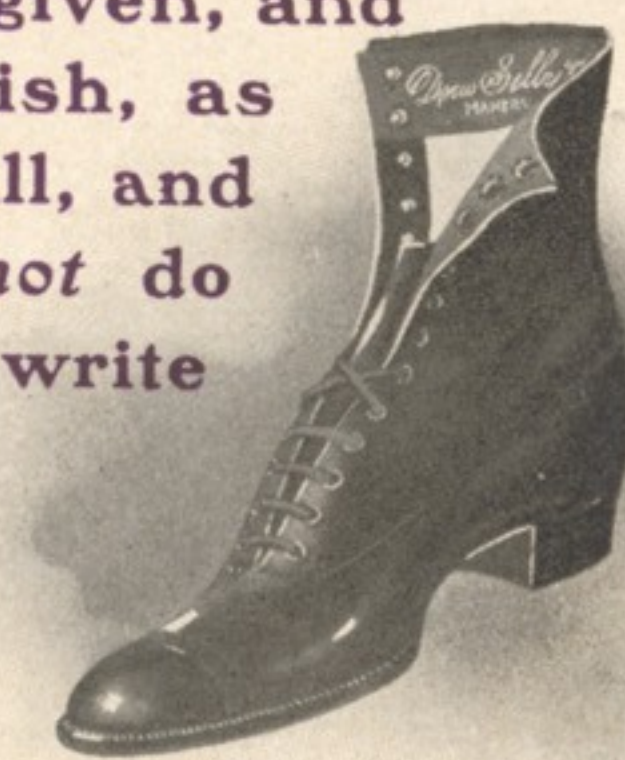
J. W. BANNON

IRVING DREW  
GEO. D. SELBY  
J. M. GRAHAM  
W. W. GATES, Jr.  
P. E. SELBY

**T**HIS PUBLICATION is presented as a souvenir of our great modern shoe-making plant. So far as known to us it is the largest factory selling its entire output direct to retail dealers. It is quite impossible to adequately describe, with brush or pen, the applied energy and skill which has been necessary to the conception and completion of this splendid establishment.

On the opposite page is shown a correct bird's eye view of the works and surroundings, and on the following pages engravings from photographs and sketches of a few of the many actual scenes in the factory.

This mammoth enterprise has been built up from a small beginning on *merit*, and we rely on *merit* for its preservation and extension. We have always given, and will continue to give, the highest values possible. The styles, fit and finish, as well as wearing qualities of our shoes, are unexcelled; prices uniform to all, and the lowest that can be maintained by any manufacturer. A dealer *cannot* do better than to handle our goods. If our shoes are not sold in your locality, write us for catalogue or information.



*The Selby Shoe Co.*

*Drew, Selby & Co.*



GEO. D. SELBY.

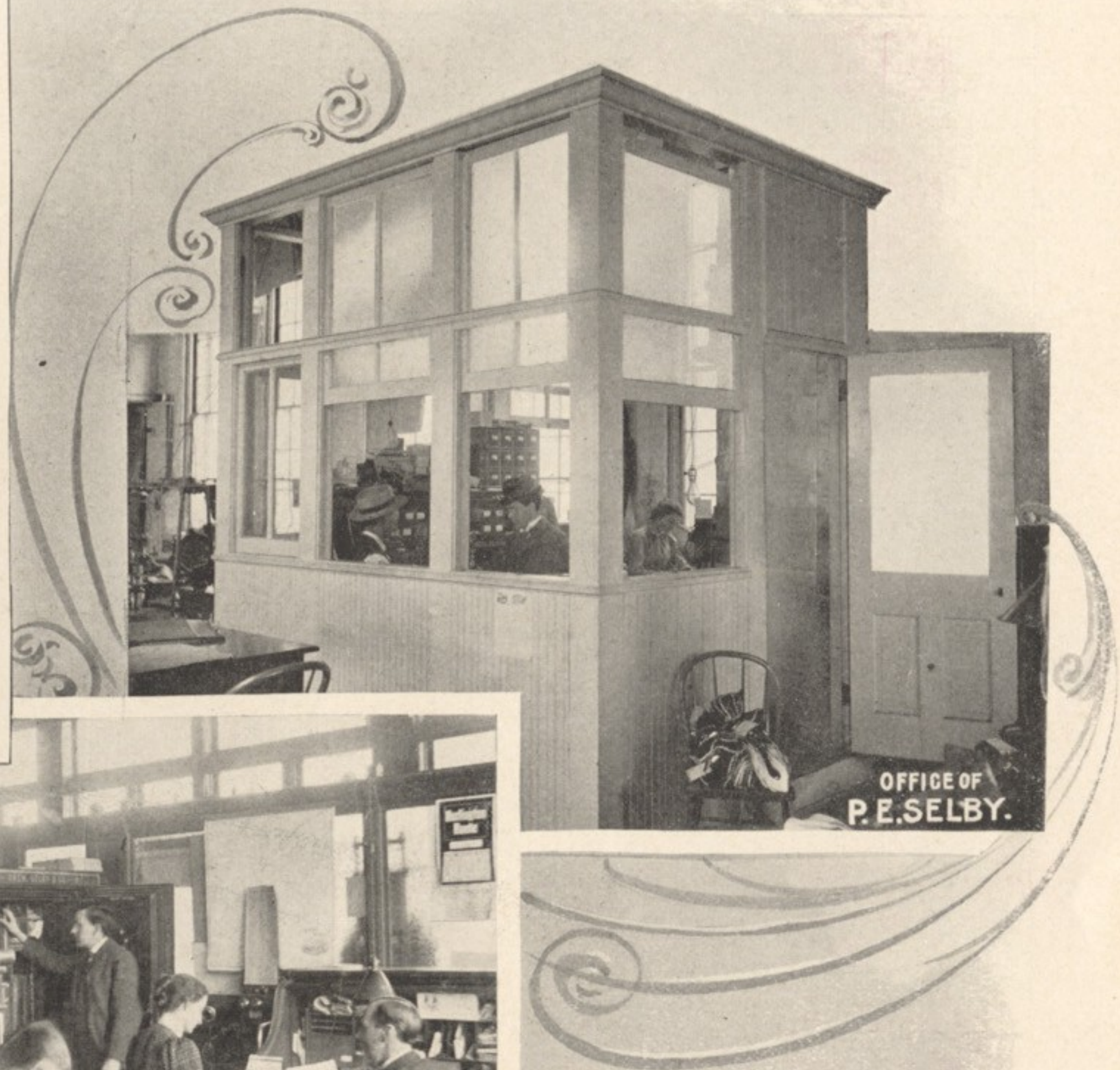
IRVING DREW.

MARK W. SELBY.

**E**XECUTIVE OFFICE. Here's where the two men, who founded the business and have been mainly responsible for its rapid development, turn on the power. Mr. Irving Drew (who sits at the desk in the rear) personally conducts the greater part of the vast buying operations. Best materials, lowest cost, are his care. Long experience and exercise of good judgment makes high values and low prices a profitable possibility. Mr. Geo. D. Selby (at the left) is at the head of the selling end. He is in constant touch with the retail trade throughout this continent, and it is rapidly radiating beyond the seas. Mr. Mark W. Selby, the "statistician." His specialty is microscopic details in the cost of a shoe.



OFFICE OF W.W.GATES, JR.



OFFICE OF P.E.SELBY.



**T**HE Manufacturing Department is divided, for convenience, in two sections, under the direct charge of W. W. Gates, Jr., and P. E. Selby, respectively, Mr. Drew, from the Executive Office, having general supervision. Personal attention to minutest details is thus assured.



CREDIT DEPT.

OFFICE OF J.M.GRAHAM.

**C**ORRESPONDENCE and Shipping are under the direction of Mr. J. M. Graham, and Credits are supervised by S. P. Selby. This is a sub-division of that part of the Executive Office under Mr. Geo. D. Selby.



ORDER DEPARTMENT



BOOKKEEPERS

**I**F THERE are any causes of friction between the shoe manufacturer and the retail dealer, it is most likely to occur in the proper understanding of the order and the account. Business is conducted ideally when the order is filled exactly and the account rendered accurately. In these two departments the most skillful and experienced clerical force is employed to attain the highest possible precision. When the order comes from the Executive Office to the Order Department, it is subjected to a rigid examination. If there is the slightest doubt as to any item, it is cleared at once by correspondence. Then every detail is transferred to the records of this department, which are so systematically kept that at any future time the full history of an order can be revealed in a few minutes' search. When the goods reach the shipping room, the same care is taken to have the account accurately noted in the books of the company. The wonderful perfection attained in these two departments has done much to make the relations between Drew, Selby & Co. and their customers of the most cordial and pleasant kind.







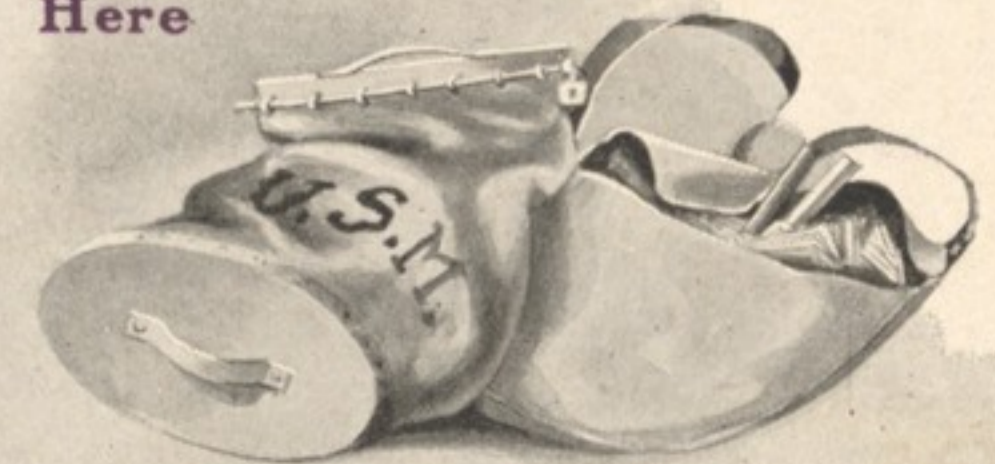
SALES CLERK.

STENOGRAPHERS



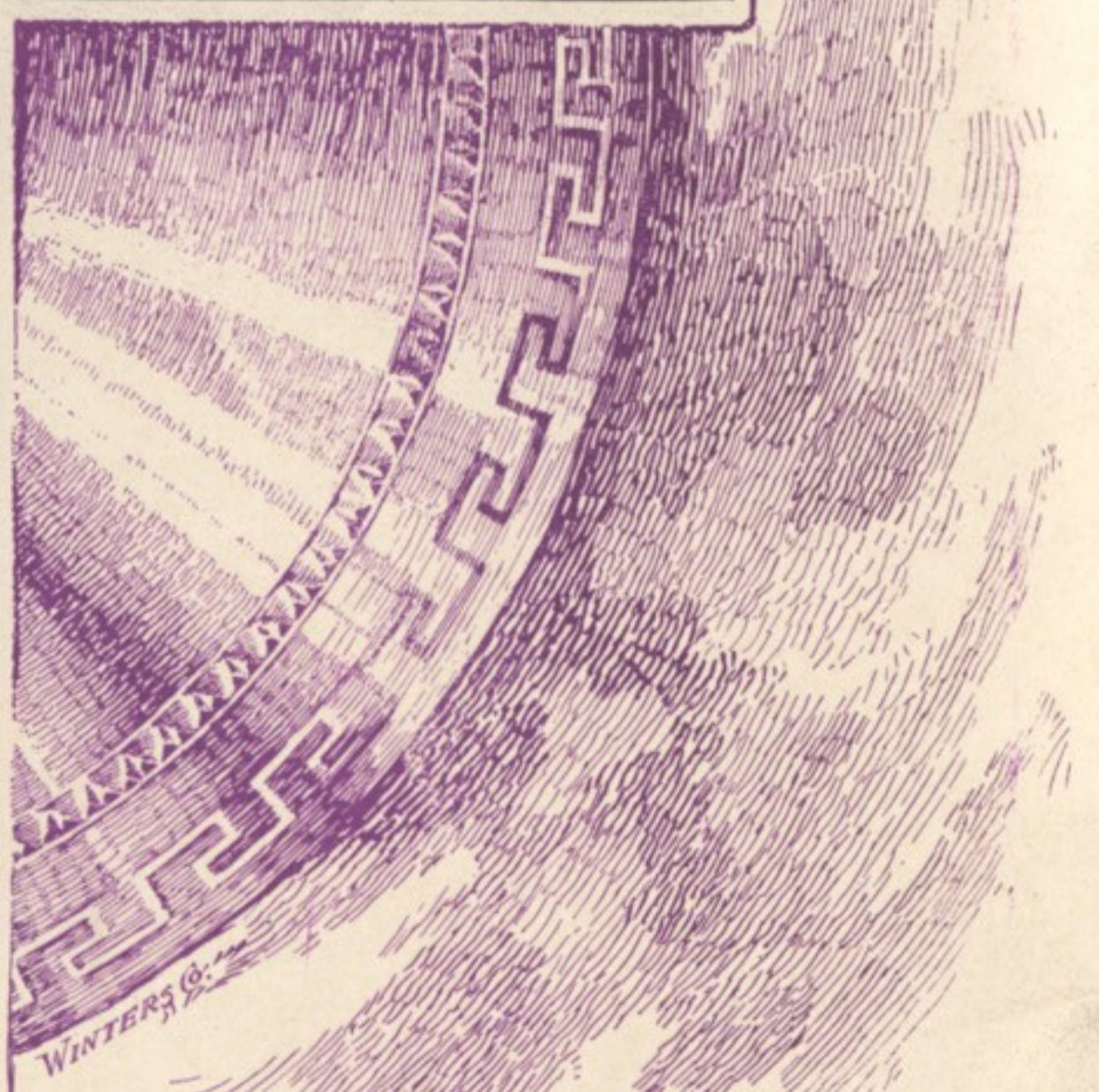
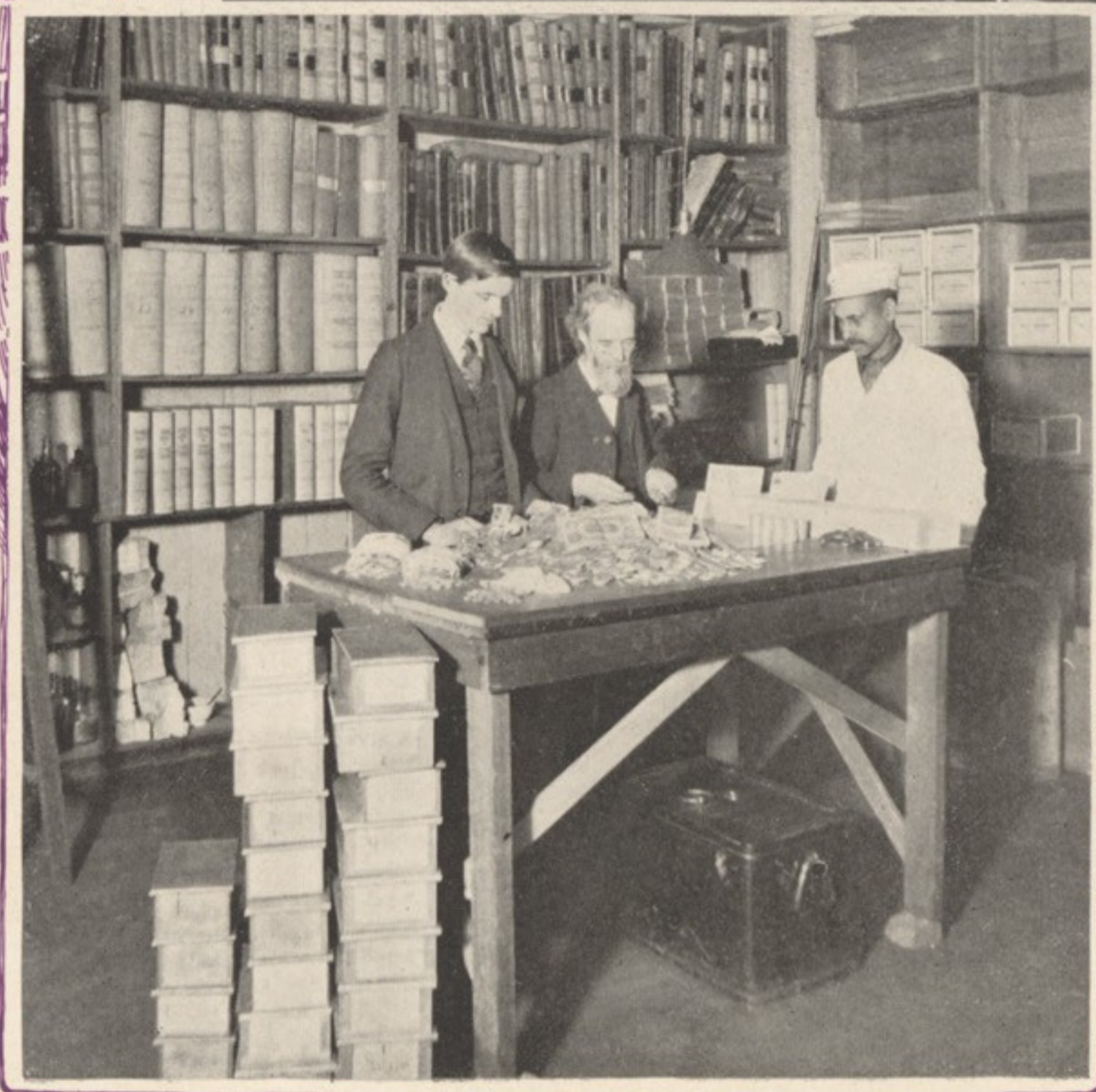
MAILING DEPARTMENT.

**T**HE THIRD PARTY in interest in every order is the salesman. He is interested, not only in the volume of his sales and his own earnings therefrom, but in the service his customers are getting. The Sales Department is primarily in the interest of the salesman. Here is kept an individual record, showing the date of receiving and shipment and the amount. A daily statement is sent to each salesman, advising him as to orders received, shipments, orders declined and countermands. From this department, also, all orders are promptly acknowledged. The vast daily mail received and forwarded requires a separate department for its handling. Here all mail received is filed and the outgoing mail is copied and prepared for the post.





**E**VERY TUESDAY a sum of money aggregating about \$10,000 is disbursed to 1200 or more employees. This represents their earnings for the six days ending the Saturday previous, allowing two days to make up the pay roll. The exact amount due each is placed in an envelope, marked with the employe's name and sealed. The envelopes for each department are then placed in a box and delivered to the foreman of that department, who distributes them to the employees under him. A failure to pay in full every week has not occurred in twenty years.

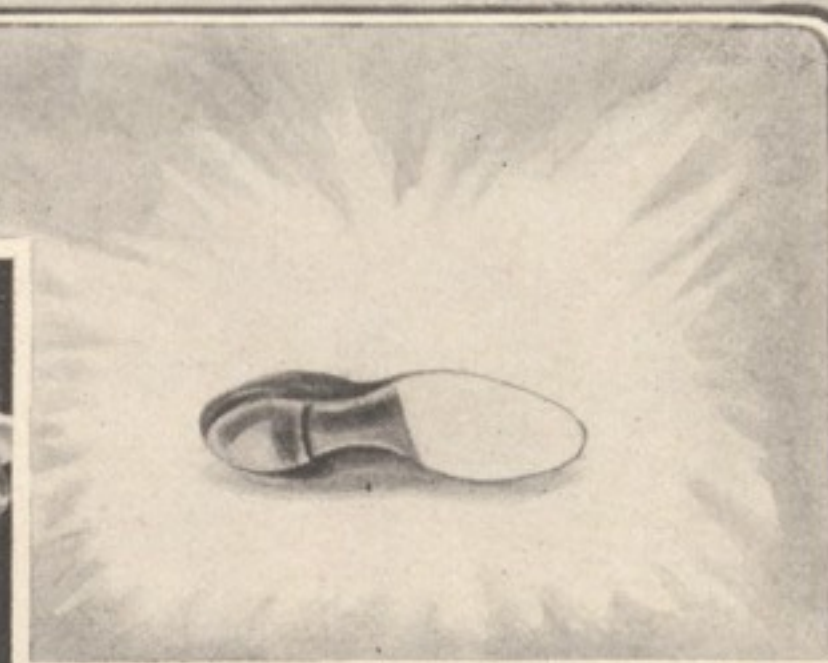


**T**HE BUYER'S ROOM is a light, airy, cosy nook, where our friend, the visiting salesman, is received and invited to "make a clean breast of it." There is a host of him, but he receives the same courteous consideration the company would like to have the trade accord their representatives.



SAMPLE ROOM

**T**HE SAMPLE ROOM is the archive in which is kept the living records of the season's styles. A duplicate of every shoe furnished each salesman is here displayed. It took 600 samples, each representing a distinct style, to meet the varied tastes of our customers for the Fall of 1900.



BUYERS ROOM






**T**HE VESTMENTS of hundreds of thousands of animals are usually kept in the Basement Storage Rooms, shown on this and the opposite page. Here is found one of the largest and best selected stocks of leather in the country. Keeping up the quantity and quality of the best materials is a huge and trying task, and conserving the interests of the retailer by carrying great quantities of leather—especially on an advancing market—bought at the lowest price, means not only a painstaking and comprehensive study of the market, but the tying up of large sums of money. Our sole leather is received in car-load lots and subjected to very careful inspection.






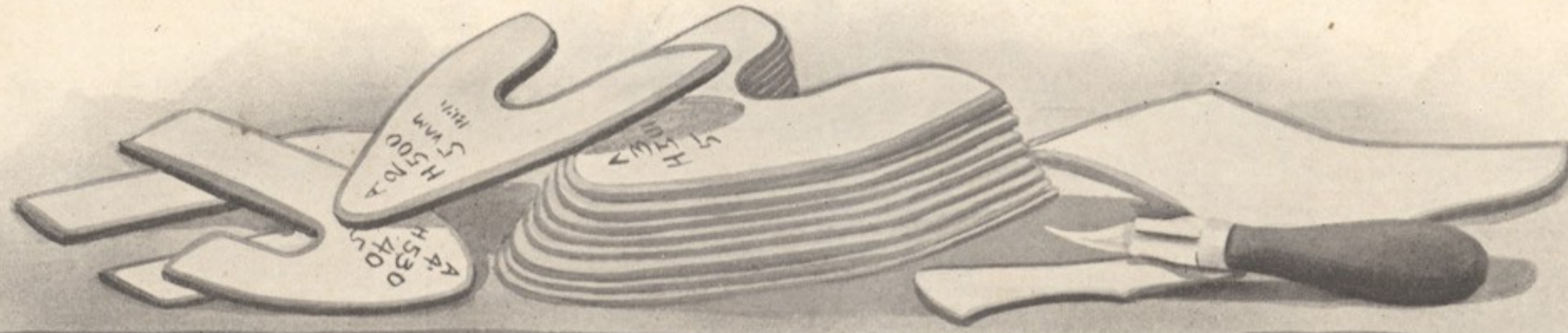
It is not profitable for many manufacturers to cut their own bottom stock on account of their limited range. Our wide product makes it possible to utilize the entire hide to advantage, thereby enabling us to procure the best leather and make a big saving to our customers.



**O**H, *that shoe fits!*"  
When the salesman hears this, he feels the sale is made. Early recognition of the supreme importance of *fitting quality* in shoes led us to make a serious study of the best methods to attain perfection. We design and make all our patterns, and our Pattern Department (top view) is not only equipped with the latest mechanical devices, but is manned by artists skillful in drafting and fitting, with mathematical nicety, the many parts of a pattern into a harmonious and perfect-fitting whole. That the Drew-Selby shoe invariably fits is primarily due to the pains, gray matter and money we have put into the Pattern Room.



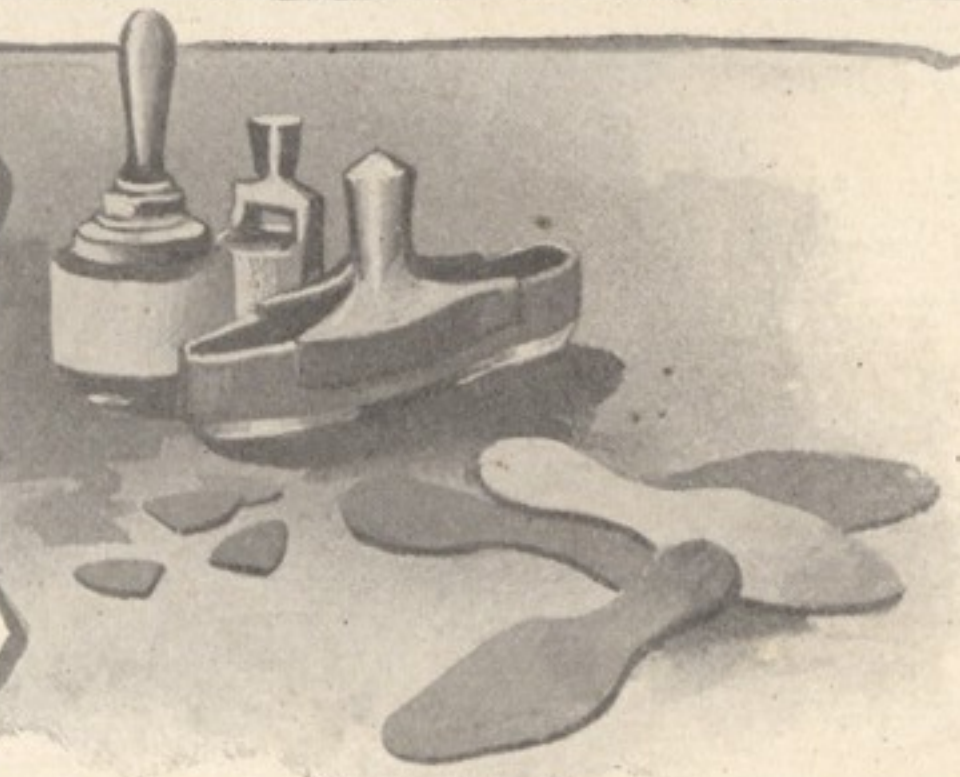
**T**HE LOOKS and service quality of a shoe depends largely on the upper stock. We cut only brands which experience has proven of the highest value. Imitations and makeshifts, which give the shadow—appearance—without the substance, are not for us. The leather is sorted twice; first for the general grade, and then again, with the greatest care, in order to give the highest value possible for the cost of the particular shoe. In this second sorting, shown in the bottom view, we have in mind also the wants and peculiar tastes of the individual customer, so far as they are known to us.



**T**HE CUTTING ROOM. \* The actual construction of the shoe begins here. The cutter has his knife and pattern, and the mechanical part of the work is comparatively easy. But the opportunities for waste in cutting fine kid skins are so great and the exercise of expert judgment so important that only the most skillful operators are employed. This department occupies an entire floor, and the lighting, which is of prime importance, is perfect.



**Y**OU CAN'T make a good house with a poor foundation nor a good shoe with a poor sole. In this great Basement Department the hides are cut into sole, counter, heel lifts, etc. The same care is exercised in selecting the firmest portions of the hide for the parts of the bottom bearing the burden of wear that is used in cutting the skin for the upper. The Drew-Selby shoe always has a good sole.







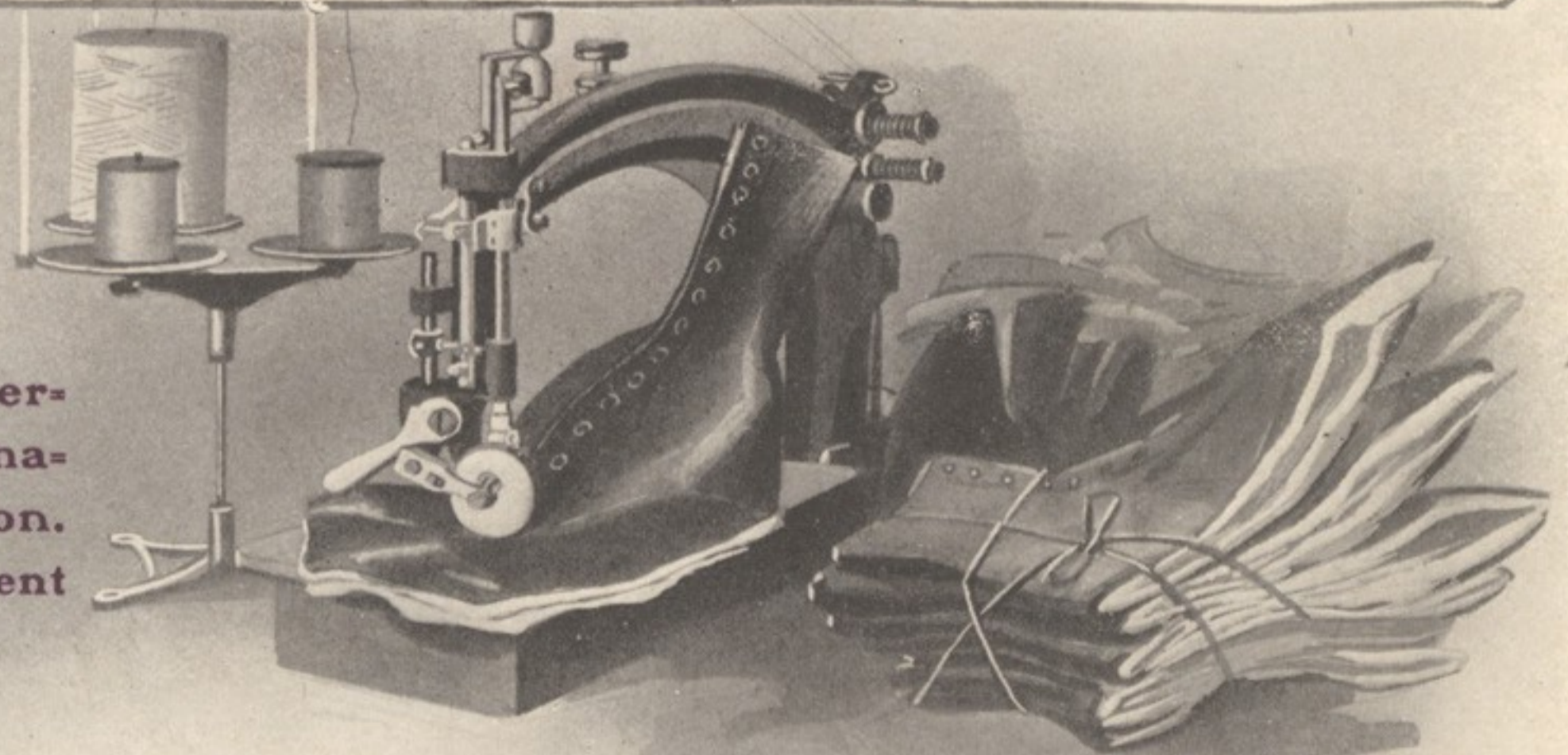
**T**HE HEEL LIFTS, which have been cut out in the Sole Leather Room, are here cemented together to proper heights and treated to heavy pressure. They are then graded and barreled up for future use.



**A**FTER THE SOLE is roughly blocked out, as shown on opposite page, it is taken to the Sole Leather Fitting Room, where it is trimmed to the exact size and channels run about the edge to receive the stitches which fasten it to the upper.

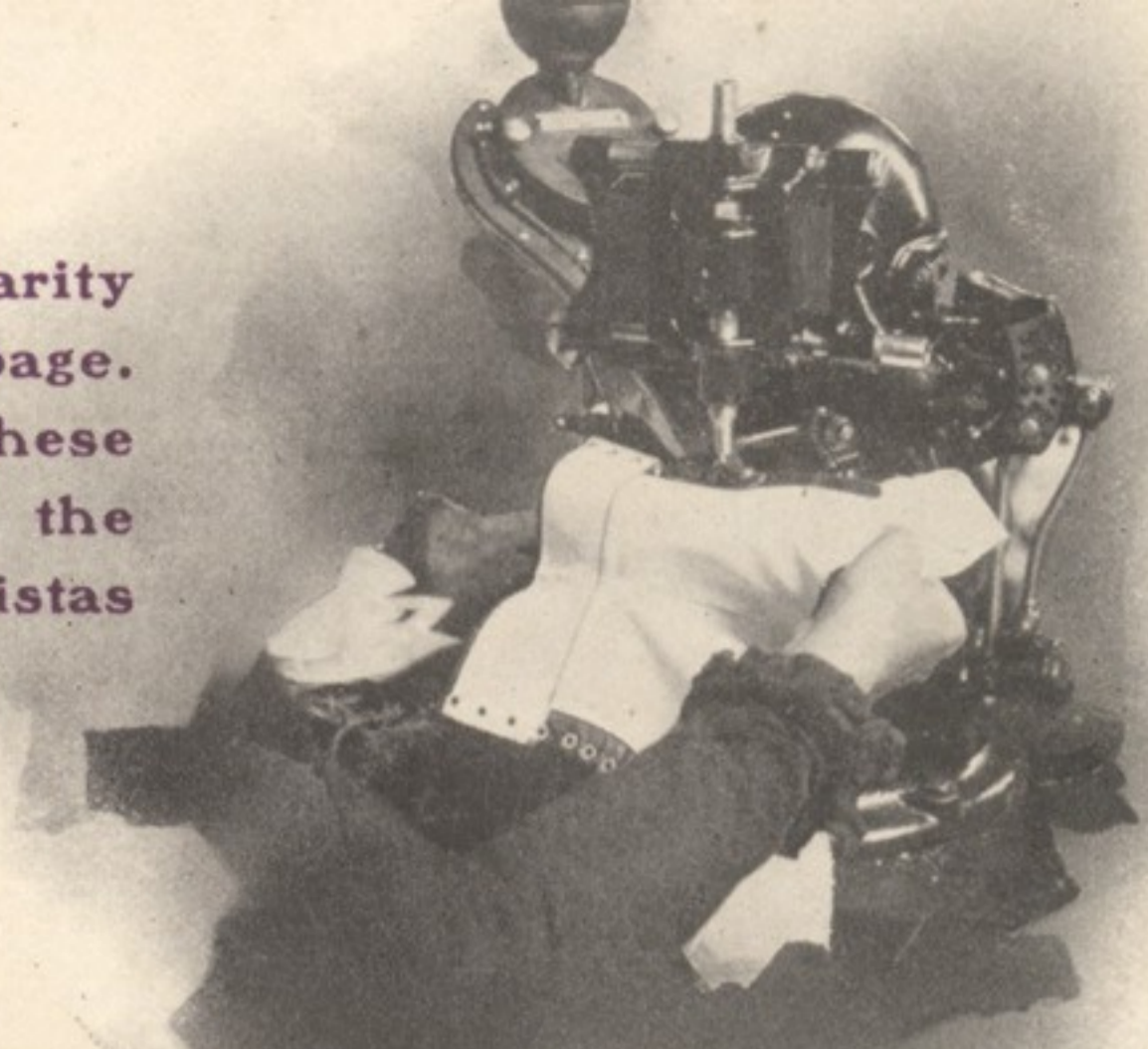


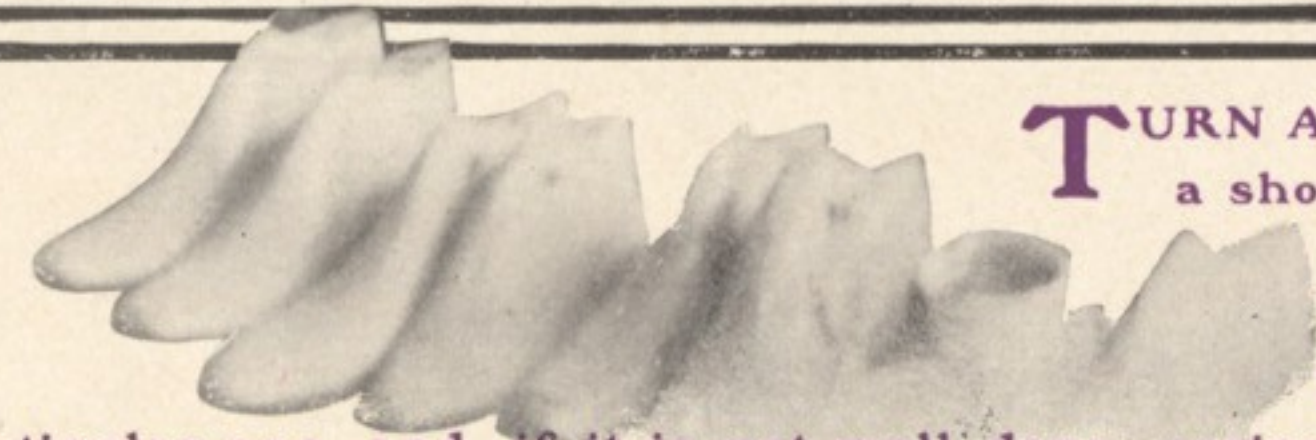
**T**HIS SHOWS the "Fitting" Room of Department A. This process is called "fitting" because here the many parts of the upper are brought together and prepared to receive the sole. There are many distinct operations in the process of fitting, and one operator with a machine is responsible for just one small part in the evolution. The intricate and marvelous machinery used in this department is the wonder of modern shoe-making.





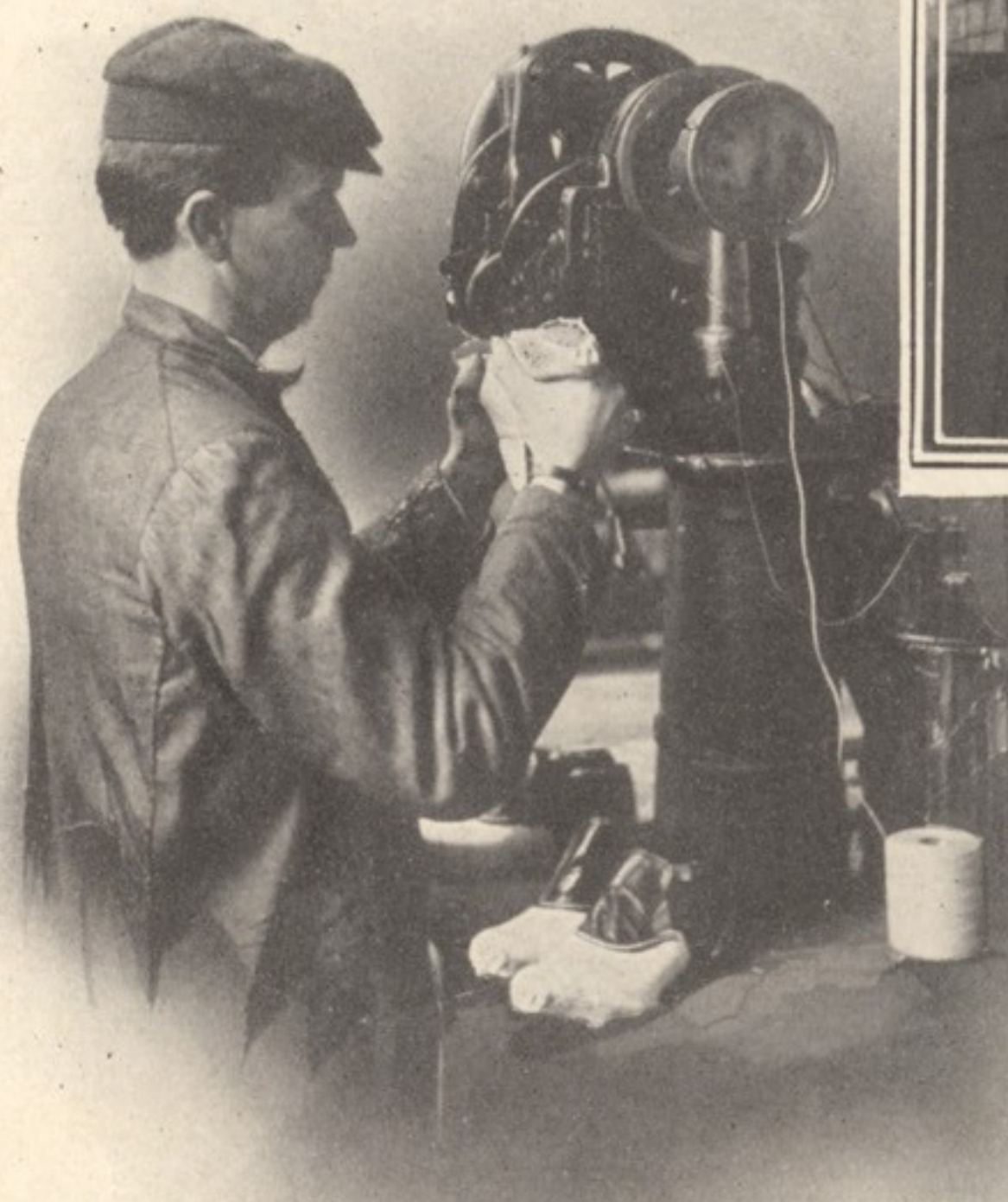
**T**HIS IS a view of the Fitting Room of Department "B". In similarity of processes it is a duplicate of the one shown on the opposite page. As all the shoes produced pass through one or the other of these departments, the reader can obtain a fair conception of the size of the product and the immensity of the plant by glancing down the long vistas of busy workers here presented.





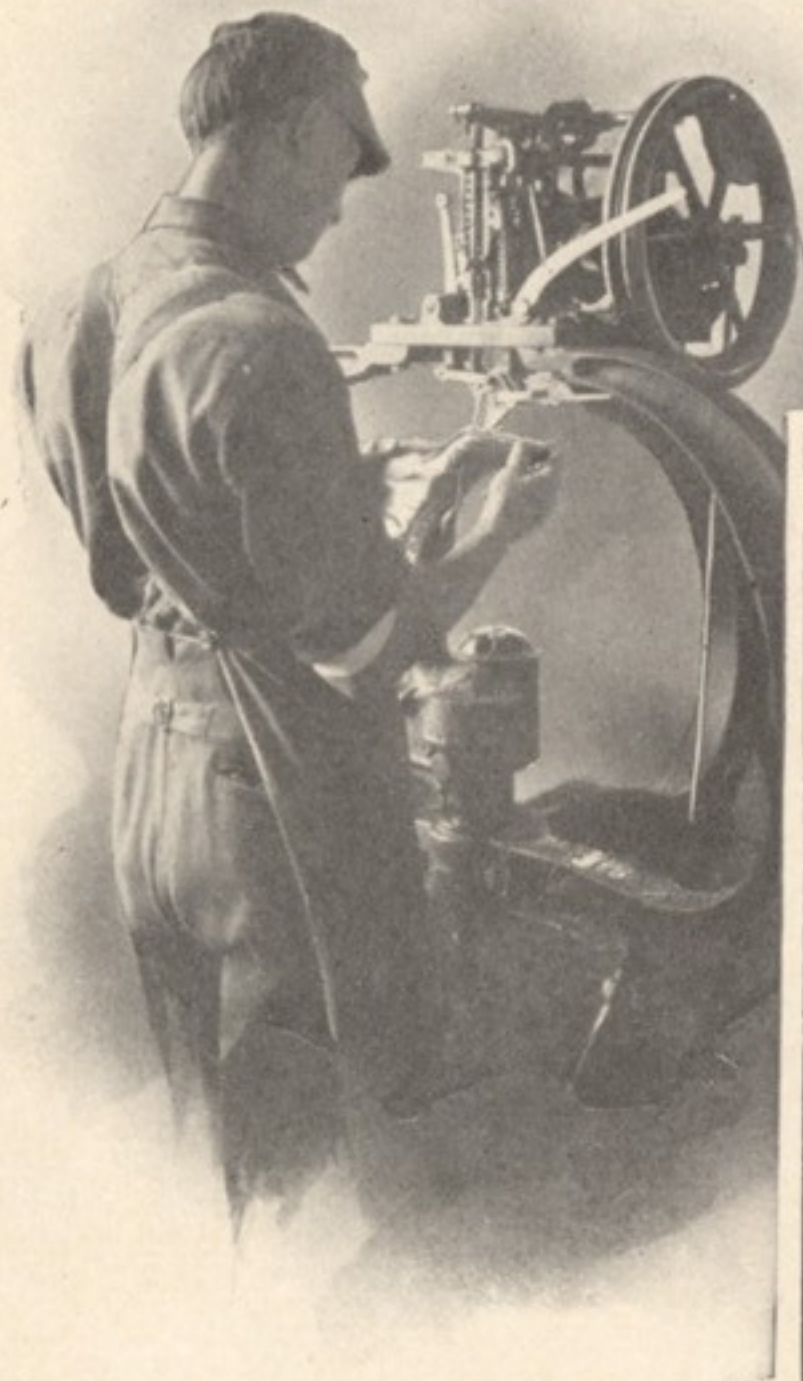
**T**URN AND WELT LASTERS; Department A. ♣ When a shoe is not properly lasted—that is, drawn snugly and smoothly over the last—the upper wrinkles and is unsightly, or the lining crumples up and hurts the foot. The laster's job is a particular one, and, if it is not well done, serious results for both retailer and manufacturer follow. Trouble of this sort is reduced to a minimum with us, because skilled men do the lasting and every shoe is carefully watched.



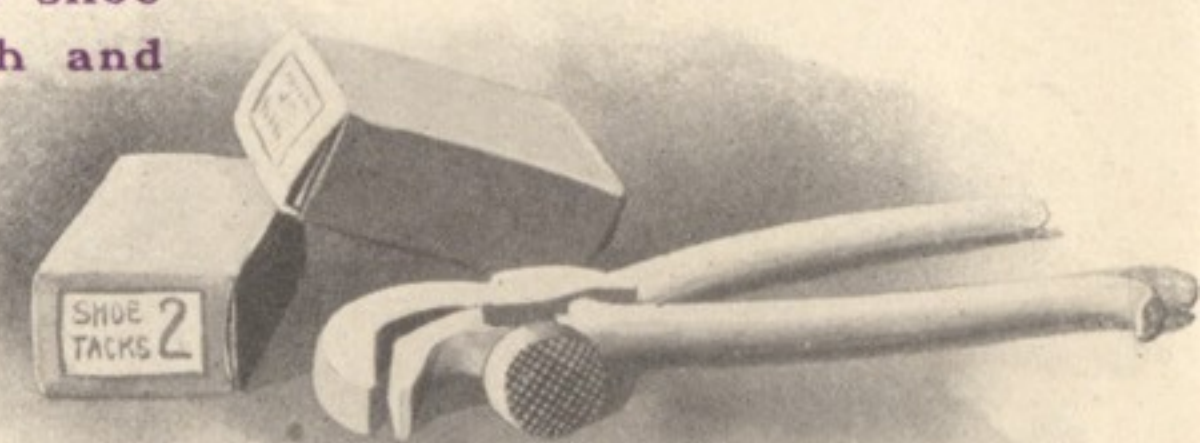


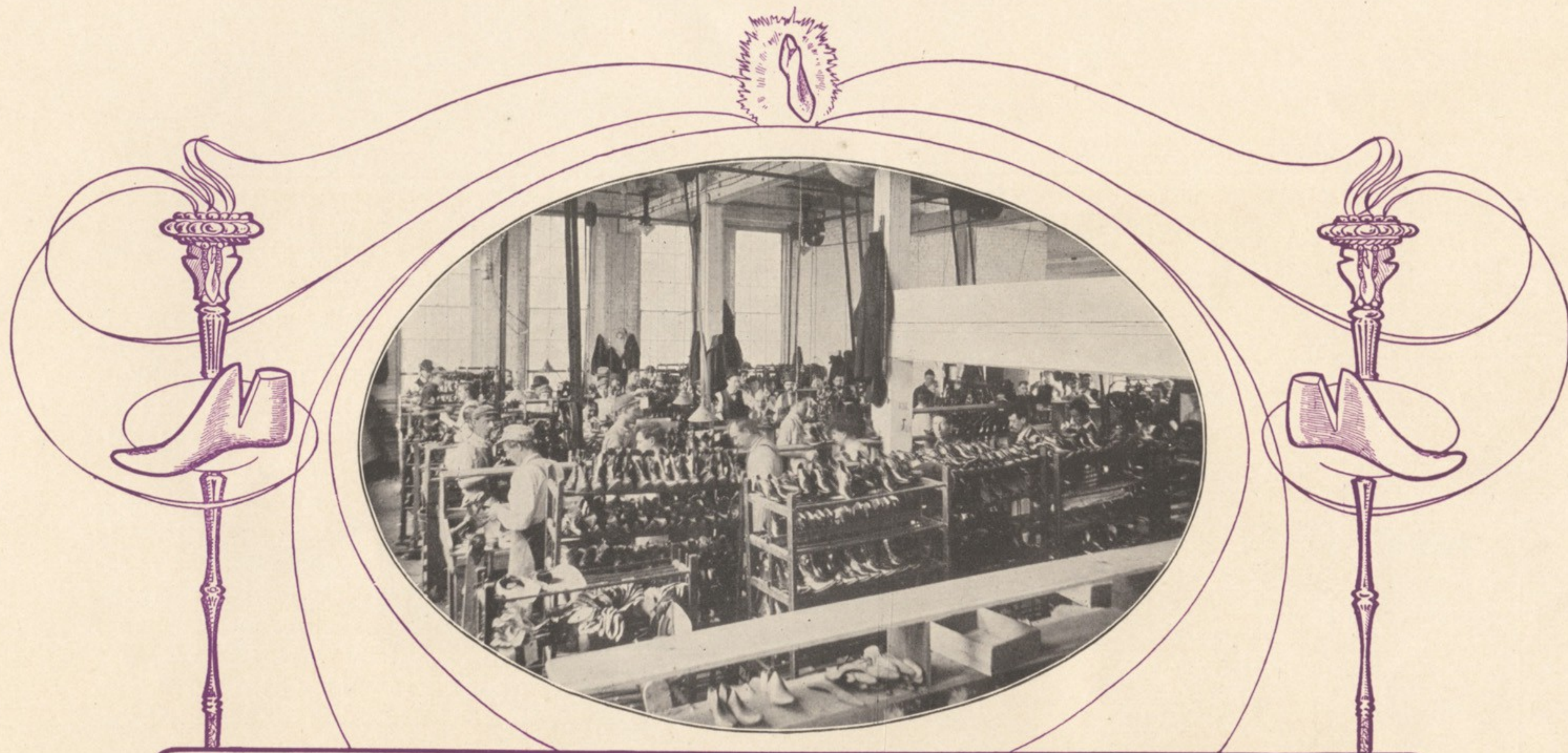
**T**URN AND WELT LASTERS; Department B. A "turn" shoe is so called because it is lasted and stitched inside out and turned after the last is withdrawn. On the left a turn shoe is being stitched by machine. On the opposite page the same process with a welt shoe may be observed. The narrow strip of welting, which gives this shoe its name, can be seen at the side of the operator, on the bottom of the shoe, sewed to the outer edge of the insole.



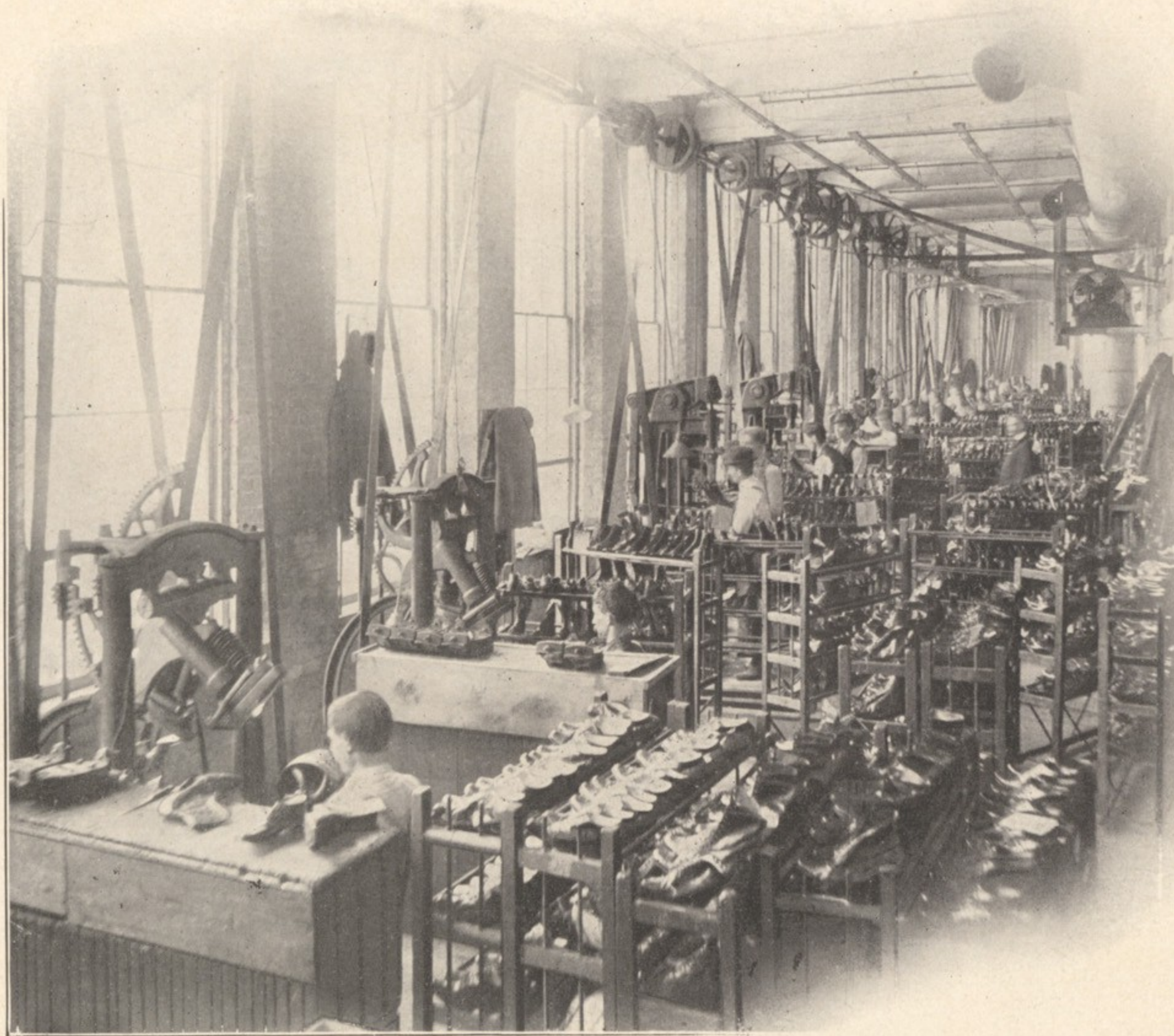


**M**CKAY LASTING; Department A. The sole of a McKay shoe is attached to the upper by a stitch which goes through and through, the seam appearing on the inside of the shoe. This process is the oldest method of sewing shoes by machinery, is somewhat cheaper than the turn or welt process, but when carefully done makes a desirable and serviceable shoe.



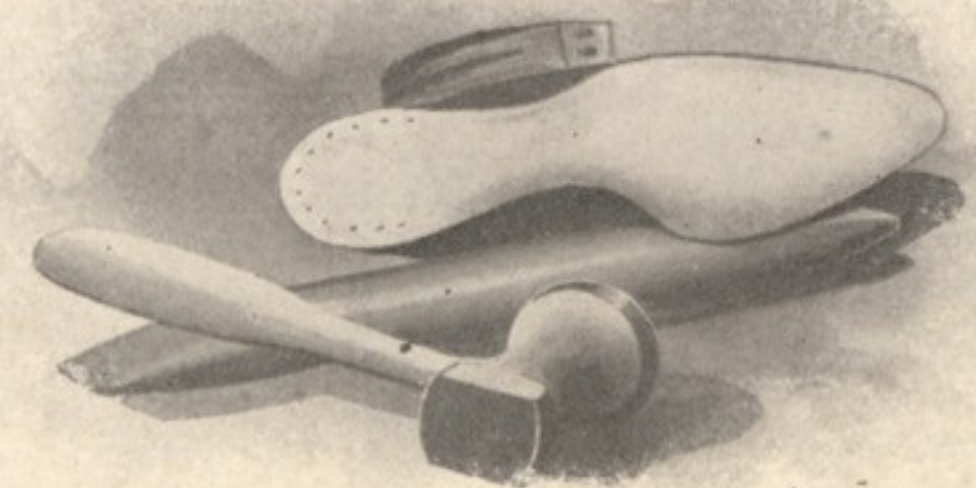


**M**CKAY LASTING; Department B. The lasting of shoes by machinery, as shown above, has been almost the last item in shoe-making to succumb to inventive genius, but has been effectually and practically accomplished.

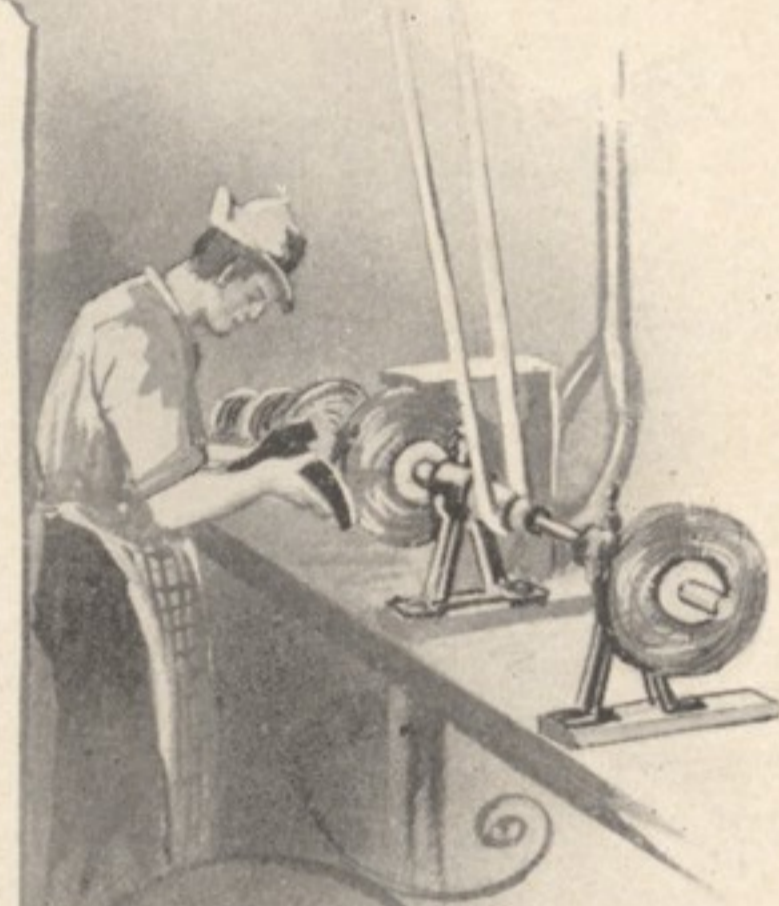


## **B**OTTOMING ROOM; Department B.

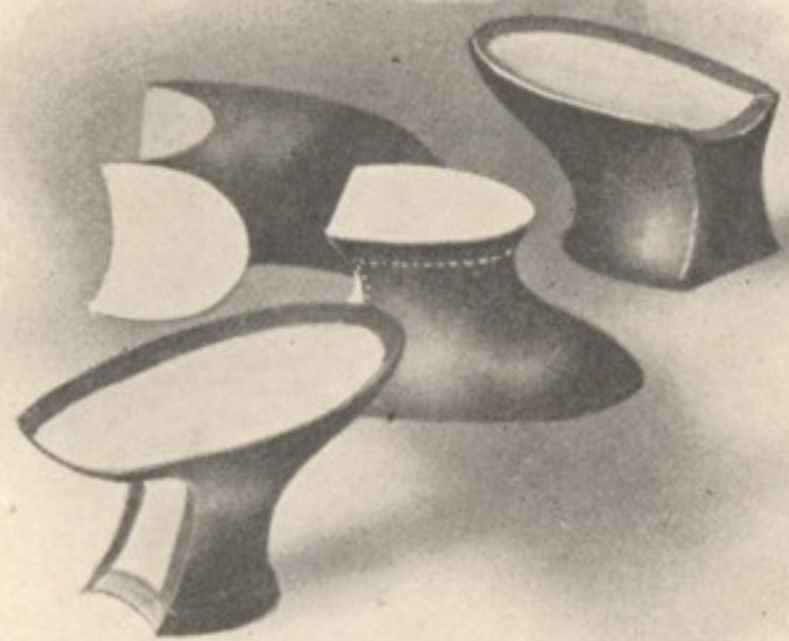
When the shoe leaves the laster it is ready to have the sole stitched on, which is done by a different process, according as the shoe is a Turn, Welt or McKay. Then it is passed on to the levelers, the big machines in the foreground of the picture, where the bottom is subjected to tons of pressure over a mold which brings it into proper shape. In this department also are the heeling, heel-trimming and edge-trimming machines. The Bottoming Room of Department A is similar in equipment and capacity.



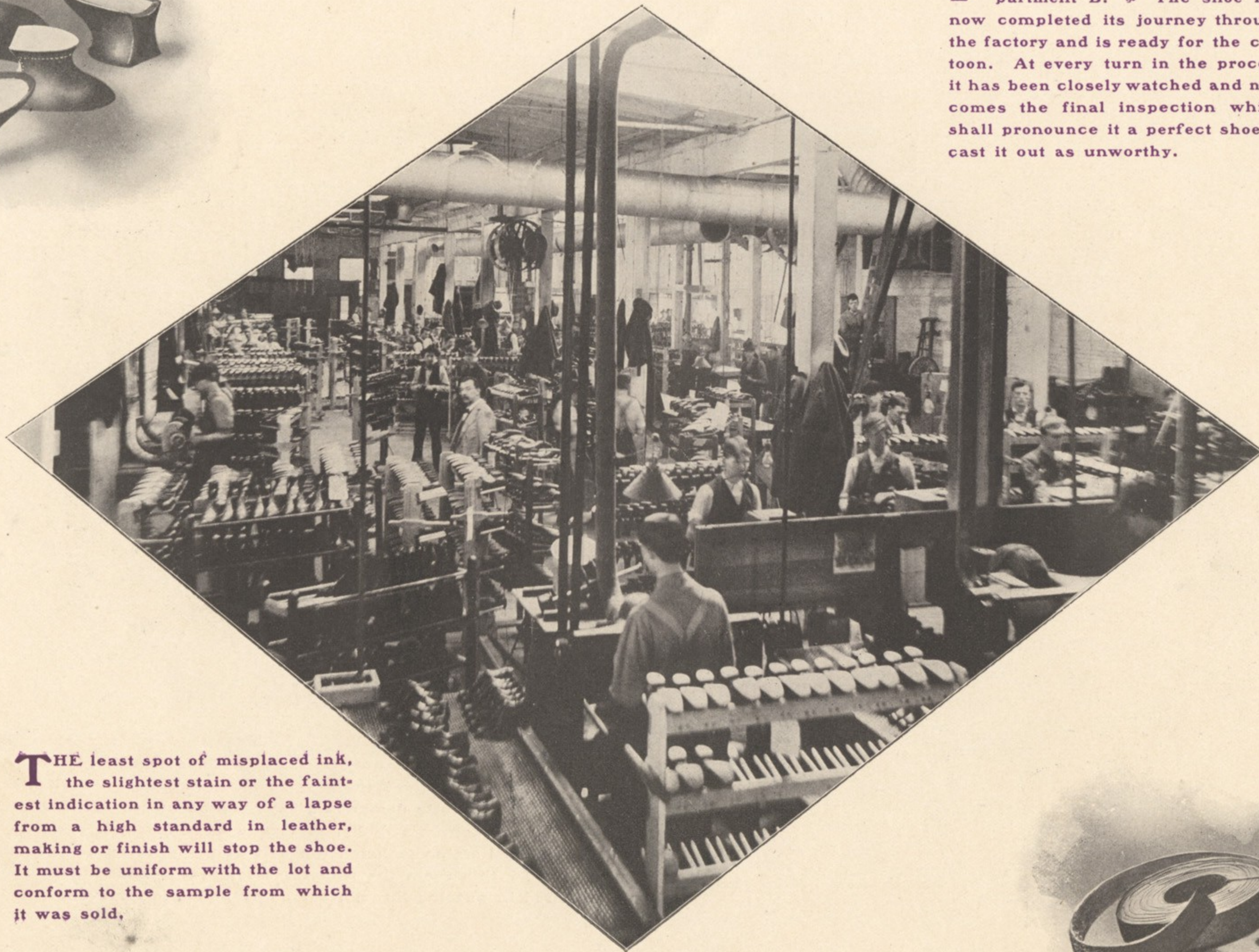




**F**INISHING ROOM; Department A. The shoe is completed structurally when it leaves the Bottoming Room, but the fastidious taste of the American public demands a high degree of finish in their foot-wear. Whirling brushes, disks, and rolls of sandpaper conspire with various colored stains to bring the soles and edges to a mirror-like surface. In this room the uppers, also, are ironed and every smudge acquired in passing through scores of hands is removed.



**F**INISHING AND PACKING; Department B. \* The shoe has now completed its journey through the factory and is ready for the cartoon. At every turn in the process it has been closely watched and now comes the final inspection which shall pronounce it a perfect shoe or cast it out as unworthy.



**T**HE least spot of misplaced ink, the slightest stain or the faintest indication in any way of a lapse from a high standard in leather, making or finish will stop the shoe. It must be uniform with the lot and conform to the sample from which it was sold,





**P**ACKING ROOM; Department A. ✱ This room is similar to the one described and illustrated on the opposite page. In this view, however, the process of packing is more clearly brought out. The shoes stand on the racks completed to the last detail. They are now taken and deftly and neatly placed in the cartons. The work of packing from 4,500 to 5,000 pairs of shoes daily requires, as will be seen, a large force,



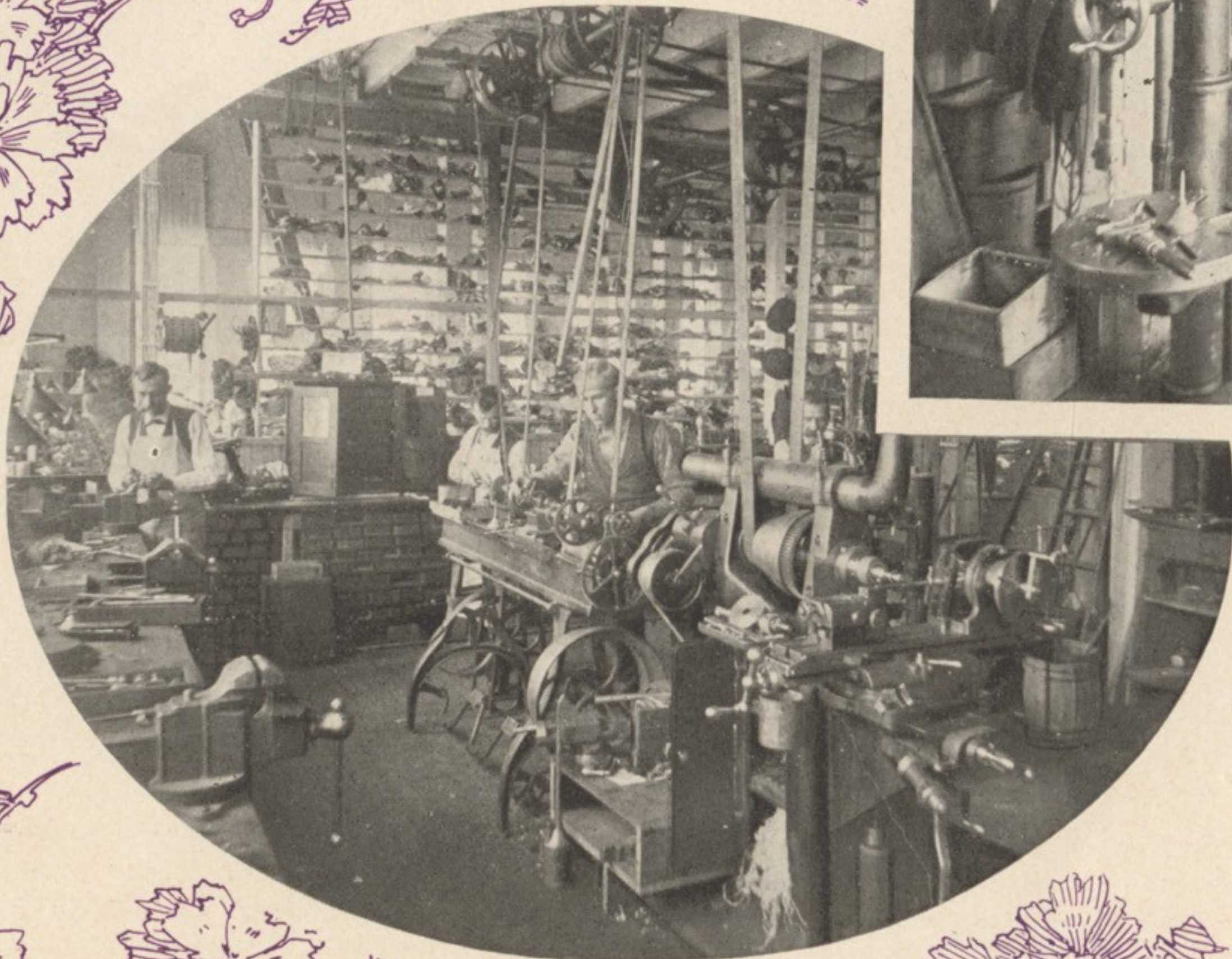
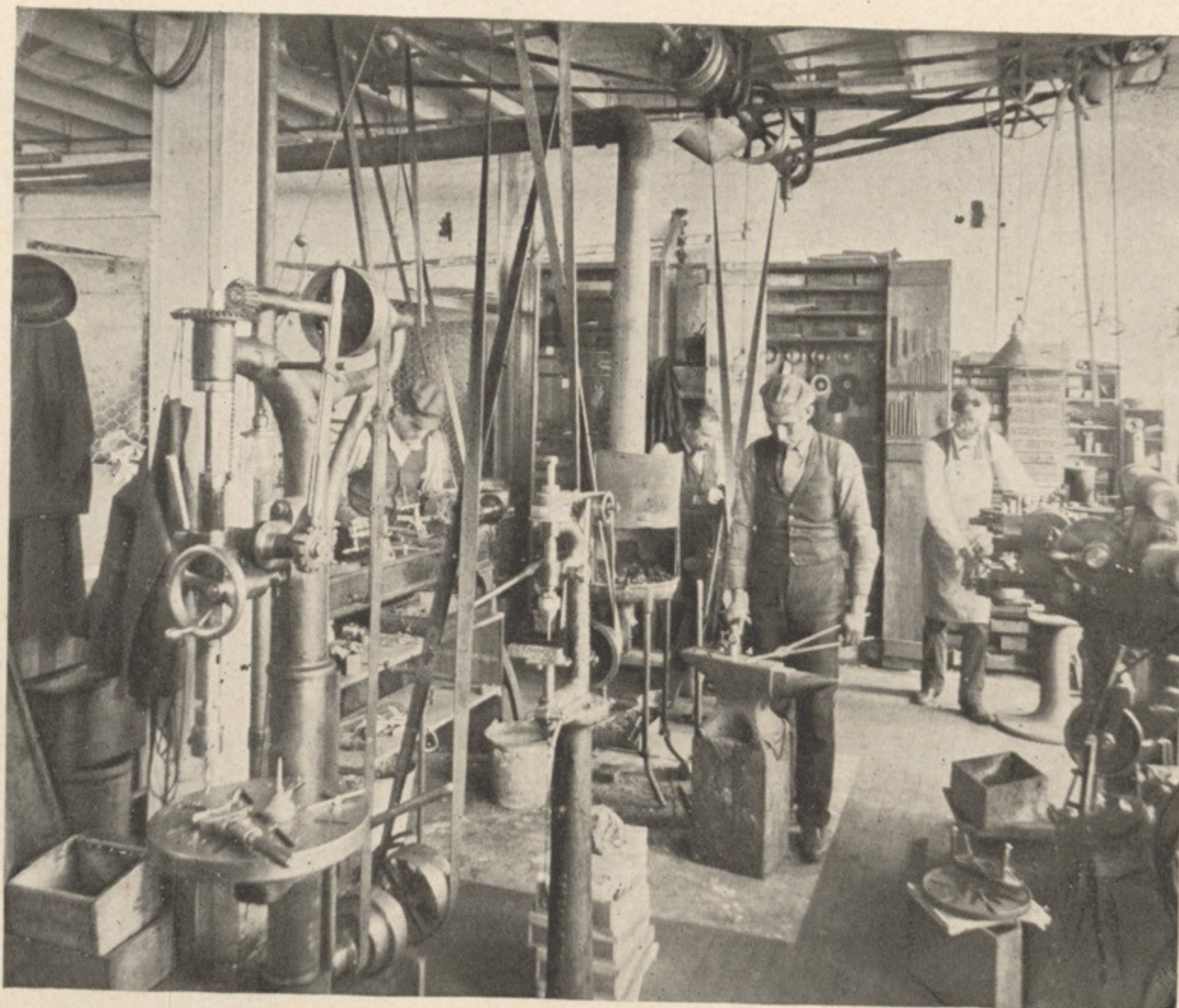
**T**HE SHIPPING ROOM. \* Here the various lots are assembled and securely packed in neat cases. The inspection is made to see that the cases are properly marked for their destination.

To one of the four trunk-line railways is the next step, and the shoes are off to make glad the feet of thousands of waiting buyers.





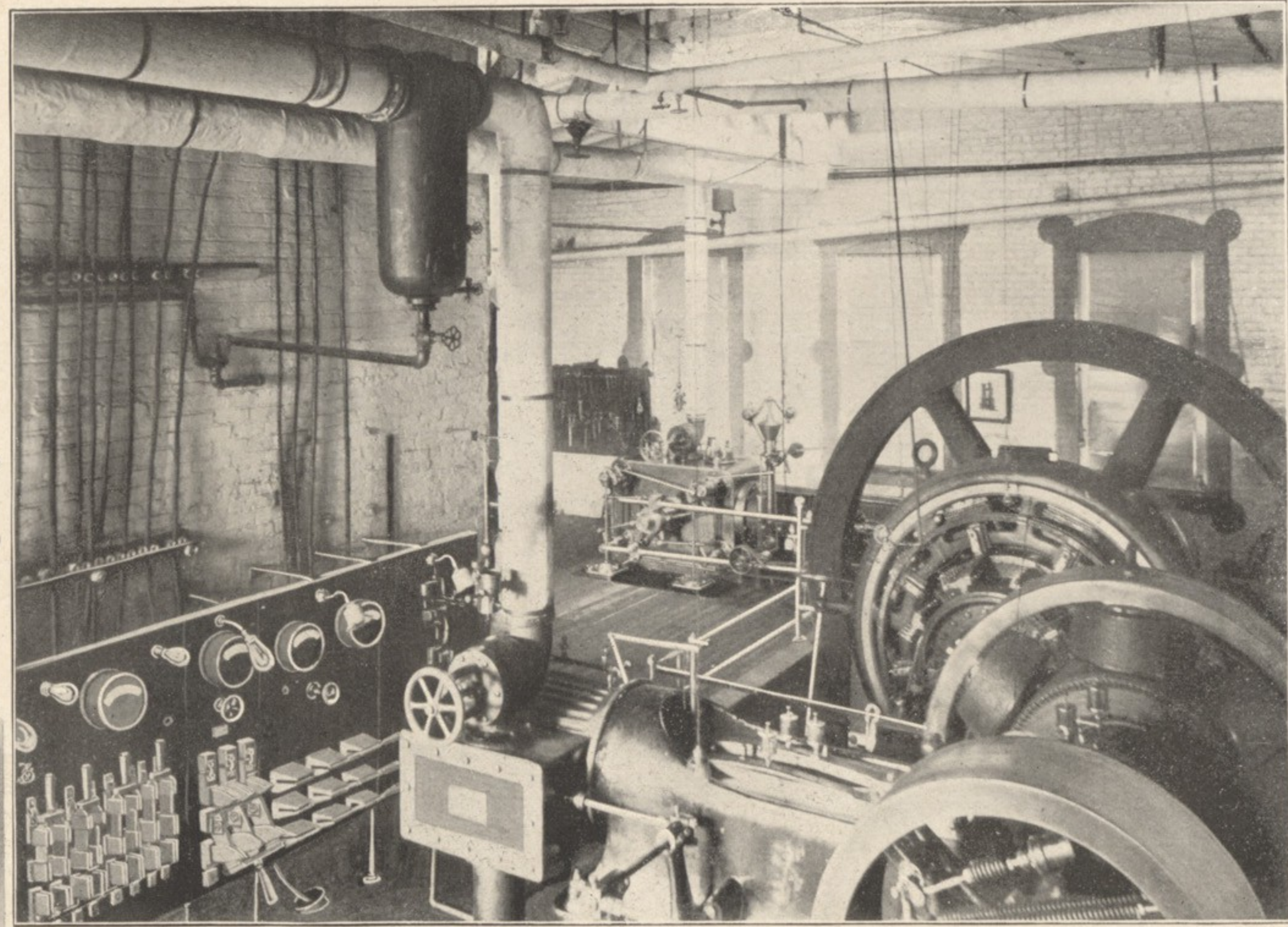
**T**HE REPAIR SHOP. The equipment in this department is so complete and the workmen so skilled that we can not only repair but can entirely replace any part of our machinery that may require it.



**W**HERE hundreds of machines are in constant use, the utility of this department is at once discernable. It is one of the busiest places about the plant.



**A** CORLISS ENGINE, 300 horse-power, directly connected to a 200 Kilowatt Electric Generator, furnishes power to the plant. There is another engine of 150 horse-power and a 100 Kilowatt Generator held in reserve for a break-down or the early Winter night-falls, when the thousands of electric lights must be turned on.



**T**HE ELECTRICITY generated by the big dynamo is distributed through the plant to forty motors, each moving an independent line of shafting. A great economy of power is thus attained, and at the same time one department may be shut down without disturbing any other. Electricity is exclusively used in running and lighting the plant.



**F**OUR BOILERS, capable of developing 700 horse power, feed the engines. They are all fitted with down-draft smoke-consuming furnaces which work so perfectly that scarcely any smoke is ever discernable coming from the stacks. The other view on this page shows the men at work setting up the cases.





