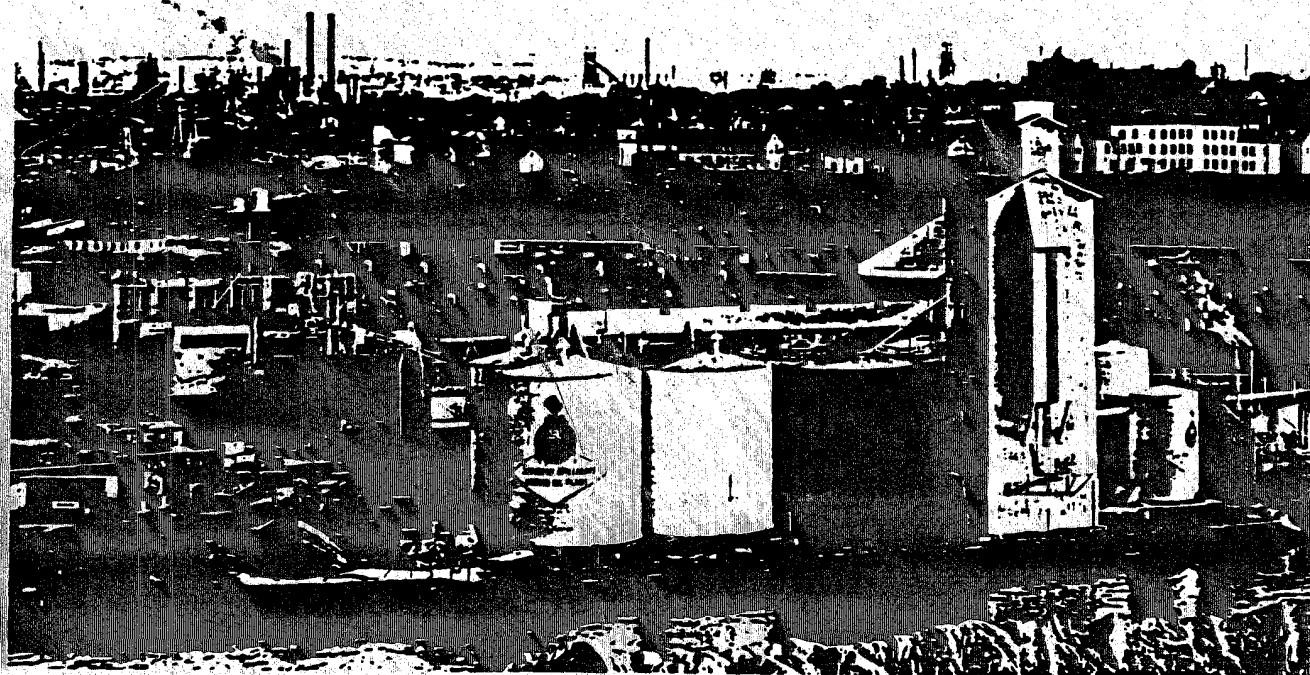




SHERWIN-WILLIAMS 100th ANNIVERSARY HIGHLIGHTS CLEVELAND'S PAINT INDUSTRY

CLEVELAND, long regarded as the paint capital of the world, this year celebrates the hundredth birthday of the world's largest producer of paint products, the Sherwin-Williams Co., founded by 24-year-old Henry Sherwin in 1866.

Strictly speaking, in terms of gallons of paint produced, Cleveland ranks second to Chicago, but as the home of many of the well-known companies in the field and as the site of many of the basic technological developments, Cleveland can rightfully claim pre-eminence in the industry.

Today, Sherwin-Williams, along with some 20 other local companies—including the Glidden Company, Arco, Ferbert Schorndorfer and Excelsior Varnish—employ some 3500 Clevelanders while another 2000 are engaged in related aspects of the paint, varnish and lacquer business. Each year approximately \$50 million worth of paint products are produced in the Greater Cleveland area.

As long ago as 1870, Cleveland had established itself as one of the largest U. S. paint producing areas and it was here that a pioneer paint manufacturers' association, the Cleveland Paint, Varnish and Lacquer Association, was founded in 1892.

The first paint and varnish plant managers' club in America, later to become the respected Society for Paint Technology, was formed in Cleveland in 1914, paving the way for a host of similar organizations which provided some of the first technological standards and

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Colorful view of an SWP Cleveland installation.

codes of business ethics in the nation.

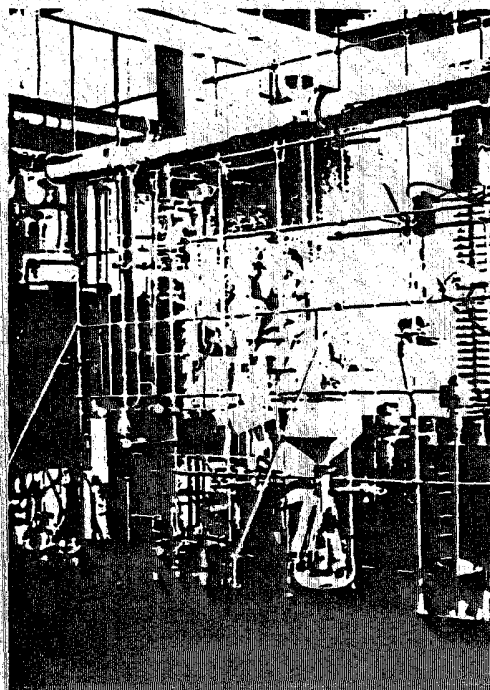
Sherwin-Williams, while not the oldest paint company in America, is the oldest in Cleveland, although it is followed closely in age by Glidden, founded in 1875, and Excelsior, which celebrated its seventy-fifth birthday in 1964.

Of the paint companies founded in Cleveland before 1900, few remain today. Many have disappeared entirely or have merged with other companies and their names are only memories, like the B. T. and S. P. Day Company and the Picher Lead Company, both of which were represented at the first meetings of the paint and varnish managers' club before World War I. On the other hand, new materials and processes have brought forth scores of new companies which make one or more of the many raw materials going into the product. The Cleveland Paint, Varnish and Lacquer Association today lists 137 members, few of them actually paint makers.

Prior to the 1880s in America, there was little paint manufactured as we know it today, moving to the consumer in handy containers ready for use. Most of the early paint companies began as dealers, selling dry colors, oil, turpentine, brushes, sandpaper and even lumber. It was common in those days for the painters to prepare the varnishes and paints they used from their own private formulas. If they purchased paint in any finished form at all, it was usually as a paste, principally white lead in oil or combinations of lead and other chemicals.

Not until 1880,

(continued on next page)



'meticulous researches paid off, became the foundation for Sherwin-Williams business'

when Sherwin-Williams introduced its ready-mixed exterior house paint, did a reliable ready-to-use paint become generally available. It was this product that became the foundation for the present business.

Henry Sherwin came to Cleveland in 1859 from Vermont. He was 17 years old and his first job in Cleveland was as a package wrapper in a drygoods store. Later he found a job as a bookkeeper with a wholesale grocery firm and began to save his money and think about his future. In 1866, when he had the opportunity to invest in a paint company, he had saved \$2,000 and with it he joined the partnership of Truman Dunham & Co.

Sherwin plunged into the paint business with all his energy, learning everything he could about paints and the other goods which the firm handled. His one dream was to manufacture paints. When the original partnership dissolved after three years, the business was divided at Sherwin's suggestion. The other partners were interested in linseed oil, while Sherwin felt the paint business was the field of the future.

Emerging from the partnership with the firm's paint interests, he looked about for new partners to help him establish his dream. These he found in

Edward Porter Williams and A. T. Osborn, the latter subsequently retiring from the business. The new partnership was organized in 1870 as Sherwin-Williams & Co.

The earliest ready-mixed paints which appeared on the market were poor in quality and soon gained almost universal disfavor with the public.

"Chalk and water and let the public beware!" was a discouragingly popular saying of the times. Sherwin shunned the new paints at first, feeling they did not merit manufacture and developed a well-founded prejudice against patent or machine-made paints, as they were known then. Still, he dreamed of producing a quality ready-to-use product and he experimented extensively at Sherwin-Williams' Cleveland plant beside the Cuyahoga River.

His meticulous researches paid off. In 1880, he succeeded in developing a suitable formula, along with a mill that ground the pigments so fine that they remained in suspension in the oil that carried them. The product put on the market that year was superior to anything then available, whether in prepared form or to be hand-mixed. The mill which he had developed was patented and provided the company with a distinct manufacturing advantage for

years to come.

Henry Sherwin was a mild-mannered man who believed firmly that the key to business success is a quality product and meticulously honest business policies. He lived to help celebrate the Fiftieth Anniversary of the company, when he said, "It was always my endeavor to do everything I could to establish a good reputation by giving good measure and good quality, and to avoid every trick that would save a penny at the expense of the other fellow."

Ed Williams was more gregarious. A Phi Beta Kappa graduate of Western Reserve University, he was a born salesman with a hearty laugh and he was delighted to sell the quality product his quiet Vermont partner manufactured. Up to the time of his death in 1903, he knew every employee in the Cleveland plant, many of whom confided in him and sought his advice on their personal problems.

A third member of the early management team was Sereno Peck Fenn, who joined the firm as a bookkeeper and was to serve for many years as vice president and treasurer. Sereno Fenn was a deeply religious man whose interests included the Y.M.C.A. and it was endowments from his estate that



helped establish Fenn College, now Cleveland State University.

Today the company is managed by a team of Sherwin-Williams veterans headed by Chairman Arthur W. Steudel and President E. Colin Baldwin. Steudel, president from 1940 to 1960, has served Sherwin-Williams for well over half its hundred-year life, having joined the company in 1908 when Henry Sherwin was still president. Baldwin, in common with all the officers of the company, is a Sherwin-Williams careerist, having joined the company as a sales analyst in 1934.

The company's Cleveland paint plant is the central facility in a 30-plant manufacturing complex that extends from Montreal to Buenos Aires and from the Philippines to Spain. The company's famous cover-the-earth trademark is registered in more than 60 countries and the slogan overprinted on the paint-splashed globe has been translated into languages ranging from Arabic to Vietnamese.

Sherwin-Williams produces some 15,000 separate items in a line of 400 different products. These include the colors in the ink used to print postage stamps, the paints used on homes and automobiles, and the enamels used on appliances. Many of the bills produced

by the United States Bureau of Printing and Engraving are printed with inks based on a special varnish supplied by Sherwin-Williams.

But the basic element of the business is paint and allied coatings and no one would deny that Messrs. Sherwin, Williams, Fenn and their successors have performed well.

As Henry Sherwin once said in his later years, "My ambition was more to build a large and permanent business than for personal financial gain. I have realized more of both than I expected."

Genesis of a Trademark



The Sherwin-Williams Cover-the-Earth trademark has itself covered the earth during the fifty years it has been in use. It has penetrated to virtually every inhabited corner of the earth and its message has been translated into every major language used by men.

Prior to 1905 the company's trademark was a chameleon curled around the edge of an artist's palette. It was designed by Henry Sherwin himself and

was widely displayed in the early years of the company. According to George B. Heckel, paint industry historian, the company at one time imported a pair of chameleons from India at considerable expense and used them in window displays in their various stores.

One of them died after only a short time, but Heckel once saw the survivor on display in the Cleveland office and later declared, "if the company's business had moved as deliberately as that little reptile, I should not now be writing about it."

The Cover-the-Earth idea came from George W. Ford, the advertising manager, but Henry Sherwin was hesitant. Since the firm had little foreign business at the time, he felt the slogan might not be entirely true. However, instant support came from vigorous Walter H. Cottingham, at that time general manager and later president, who argued, "Let's adopt the trademark and make it come true!"

They did just that.



Glidden: A Cleveland Company, World-Wide In Scope

An example of Glidden research is a new electrocoating process, demonstrated at Glidden's Elmwood Avenue Research Center, which utilizes electrolytic action to apply uniform and unbroken protective coatings to metal surfaces.

THE GLIDDEN CO., like the city of Cleveland itself, is known for its diversification, a characteristic that imparts strength and stability to the company as it also does to the community. Today, a major factor in three principal business fields—coatings, foods, and chemicals, Glidden is truly a home-grown industry. The firm was founded here in 1917 and has, in the intervening years, grown to be an organization employing more than 8500 persons in 40 plants, with licensees and associated companies around the world.

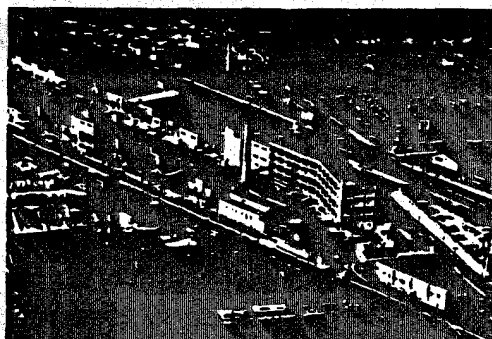
But it remains a Cleveland company with the bulk of production, marketing, and other policies guided from Glidden's corporate offices on two floors of the Union Commerce Building.

It was no coincidence that this multi-faceted corporation grew up in one of America's most industrially diversified cities. "The talents and skills of Clevelanders, as well as proximity of markets for Glidden's varied products, are indeed important factors in the company's development," Dwight P. Joyce, company board chairman and chief executive officer, points out.

The present Glidden Co. began as a small two-plant operation 49 years ago—one in Cleveland, located on Madison Ave., and the other in Toronto when the late Adrian Joyce and a few associates acquired the little Glidden Varnish Co., which was founded in 1865. In 1917, the Glidden Varnish Co. had annual sales of approximately \$2 million. Today, Glidden ranks among the country's most successful industrial organizations, with sales of nearly \$304 million in the fiscal year ended last August 31.

By 1920, the company's two-plant operation had increased to eleven paint plants throughout the country.

The Central Region plant, at Madison Ave. and Berea Rd., was the first of Glidden's coatings and resins plants in the United States.



These formed the basis for the first of Glidden's three principal operating groups—the Coatings and Resins Group, originally called the paint division. From its Cleveland base, Glidden added, among others, linseed oil facilities, zinc and barytes mines, and acquired a new patent for making pure white lead pigment.

In 1920, as a means of diversification, Glidden acquired a plant in Chicago, which was put to use producing margarine and salad oils. In 1929, Glidden acquired the E. R. Durkee Co. and consolidated all of the company's food operations under the trade name, "Durkee's Famous Foods." Today, Durkee's spices, condiments, shortenings, and convenience foods are marketed through the Grocery Products, Industrial and Food Service divisions not only in Cleveland, but around the world by the Durkee Foods Group, another of Glidden's operating groups.

Glidden's third major operating unit is the Chemicals Group, which in recent years has become an increasingly

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important factor in the nation's chemical industry. Glidden produces for its own use and for numerous customers high quality titanium dioxide white pigment and is a leader in the highly specialized field of metal powders, porcelain enamel, ceramic frits, and fine terpene chemicals—which are among the major products of the Chemicals Group, whose operations are centered in Baltimore.

In keeping with Glidden's historic emphasis on research and new product development, the firm supports numerous laboratories in many of its operations, whose responsibilities include keeping Glidden abreast or ahead of competition in several fields.

At 12430 Elmwood Ave., for example, Glidden's Coatings and Resins Group maintains one of the coatings industry's most modern research laboratories. As the headquarters for all basic resin and trade sales research, a number of "firsts" in the coatings industry have been pioneered there. The Center, staffed by 140 highly trained scientists and technicians, features, among many research facilities, one of the largest installations for the demonstration of electro-coating, a process in which a coating is applied to metal through electrolytic action.

Each year, hundreds of visitors and specialists interested in the development of the coatings industry go through Glidden's Research Center and call on its facilities for answers to specific coatings needs.

Glidden's principal local production facility is the Central Region plant, located at 11001 Madison Ave. at Berea Rd. This plant, which employs more than 500 people, is among the larger coatings plants in the United States and can produce virtually any coating presently made in the industry.

Training the people who staff this plant as well as others in the Glidden organization is a continuing process conducted through the company's manpower development program. One such training and development school, staffed by three full-time specialists, is conducted at the Madison Ave. plant for training management, sales, and technical personnel in the Coatings and Resins Group.

Located on West 110th St. off Berea Rd. is Glidden's Color Studio, symbol of the company's stature in the coatings industry. Designer of the Master Palette System by which a customer can select from several thousand different scientifically blended shades at Glidden retail paint dealers, the Color Studio serves as a decorating consultant for schools, institutions, and industry—as well as for individual homes.

Although Glidden has expanded its paint operations throughout the world, much of this growth has and will continue to take place in Cleveland and northern Ohio. The 1964 acquisition of the Macco Chemical Company in Wickliffe and its Gates Engineering Division of Wilmington, Del., has given Glidden a line of adhesives, sealants, and roofing coatings. The construction of a new plant at nearby Huron will be completed in March. The Huron plant will be the first completely new resin plant The Glidden Co. has ever built in this country.

The Glidden story, then, is one that parallels the story of Cleveland during the past half-century.

It is the story of planning and enterprise, of growth and diversification and of adaptation to the changing needs of society. It is a typical Cleveland story, fashioned by this typical Cleveland company whose future as its founding is an important part of the city's economy.

*'Changes in paint industry have been
quiet but colorful revolution'*



Arthur B. Holton (left) Sherwin-Williams technical director, consults with John S. Prescott, executive vice president and technical director.

MASSIVE changes adding up to a quiet but colorful revolution have taken place in the paint industry in recent years. They sprang from the research laboratories and spread rapidly to the manufacturing areas. They have brought a host of new and highly useful products and have altered manufacturing techniques radically.

Arthur B. Holton, technical director for the Sherwin-Williams Co., outlined one dimension of the changes when he recently pointed out: "Forty percent of the paint products we make today did not exist as recently as ten years ago. The other sixty percent have undergone such modernization they are almost unrecognizable as 'old line' products."

Another dimension of the changes is summed up by John S. Prescott, executive vice president and director of manufacturing for the Cleveland-based company. He said: "Improved technology has literally re-made manufacturing processes in our industry. Quality control is much more stringent. Control of color, always a critical factor, has become a precise science. We have to produce greater quantities of paint in less time. And we have learned to do this by developing equipment and techniques most people thought were completely impractical only a decade ago."

Holton and Prescott are particularly well-equipped to measure the scope of the revolution. Both are members of families in which paint is a tradition. Both have spent their business careers with Sherwin-Williams.

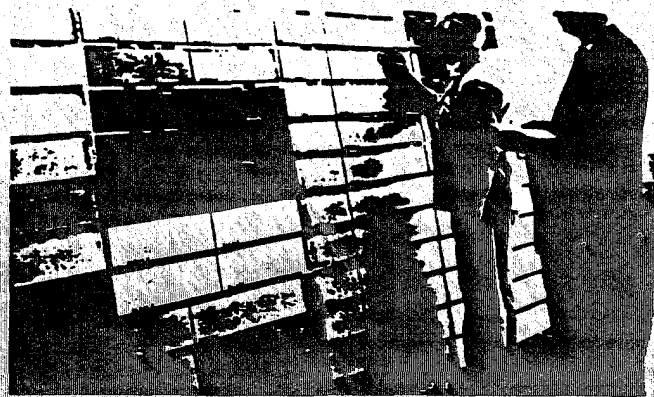
The technical director early learned about paint from his father, the late E. C. Holton, who headed research for the company from 1899 to 1934. Following graduation from the University of Illinois, the younger Holton did further study of chemistry at the University of Pittsburgh. He then taught at the latter school before joining Sherwin-Williams as a paint formulator. He subsequently served in a variety of research and development positions and was named technical director in 1946.

Prescott's heritage of paint may be said to extend even farther back. He is a grandson of Henry Alden Sherwin, founder of the company. From Williams College he came directly to Sherwin-Williams and almost immediately became involved in manufacturing. At one time he was superintendent of the Cleveland paint and varnish plant, served as assistant to the executive vice president of the company's Canadian operations and was general superintendent of plant and equipment. He was named a vice president and director of manufacturing in 1961, and his election as executive vice president came last year.

Obviously, Holton and Prescott have seen many innovations in the paint industry. Yet, they are agreed that the last ten years have been packed with more progress than any comparable period before.

"As an example, look at the whole concept of pre-finishing, that is, factory application of finishes," Holton observes. "It has come of age in the decade. Now we have paints being applied to strip metals before the metal is formed into the end product. The flat strip is coated at speeds up to 150-feet-per-minute, and the paint has to withstand the stresses of going through forming dies and roll and brake formers."

"In addition, we have been called upon to produce finishes for wood surfaces that are also adapted to pre-



finishing production ranging from furniture to paneling and house siding.

"These are but two of many developments calling for totally new thinking about paint."

Such developments have also prompted new thinking about how to make paint, according to Prescott.

"That new thinking is probably most evident in what we call chemical coatings," the paint executive said. "These are the finishes that are applied to the products of industry—everything from garden tools to guided missiles. With more sophisticated application procedures, paints frequently have to be tailor-made for faster production schedules and still possess all the virtues the ultimate consumer demands."

"But the changes in our manufacturing methods are reflected in other paints, too. And they reach back to touch raw material suppliers who now have to furnish such things as pigments of finer grind so they can be readily dispersed in high speed equipment."

"Incidentally, since we manufacture many of our own raw materials we have had to bring those production operations up to the new standards dictated by the new paint making techniques."

To keep pace with the changes, Prescott has been directing a program of modernization at all of the company's manufacturing installations. The work at the Cleveland paint plant has been underway for some time and will reach a high point in the near future when approximately \$900,000 will be invested in new resin production facilities there. Two completely new plants now on the drawing boards, one at Atlanta, the other near Greensboro, N. C., will, of course, incorporate the new technology from the ground up.

Although Holton and Prescott "wouldn't be surprised at anything" in the future, they fully expect a continuation of the trend toward greater complexity of coatings.

"We are going to have to build-in many more specified characteristics in tomorrow's paints," Prescott said. "From what we already know about the application of instrumentation to our manufacturing needs, we will surely be able to use these techniques for more extensive in-process testing and narrow the tolerances in quality and color control."

"I expect to see many more tailor-made polymers used in the future. And as we learn more about what makes for paint degradation on exposure, we will surely find further ways to slow that process."