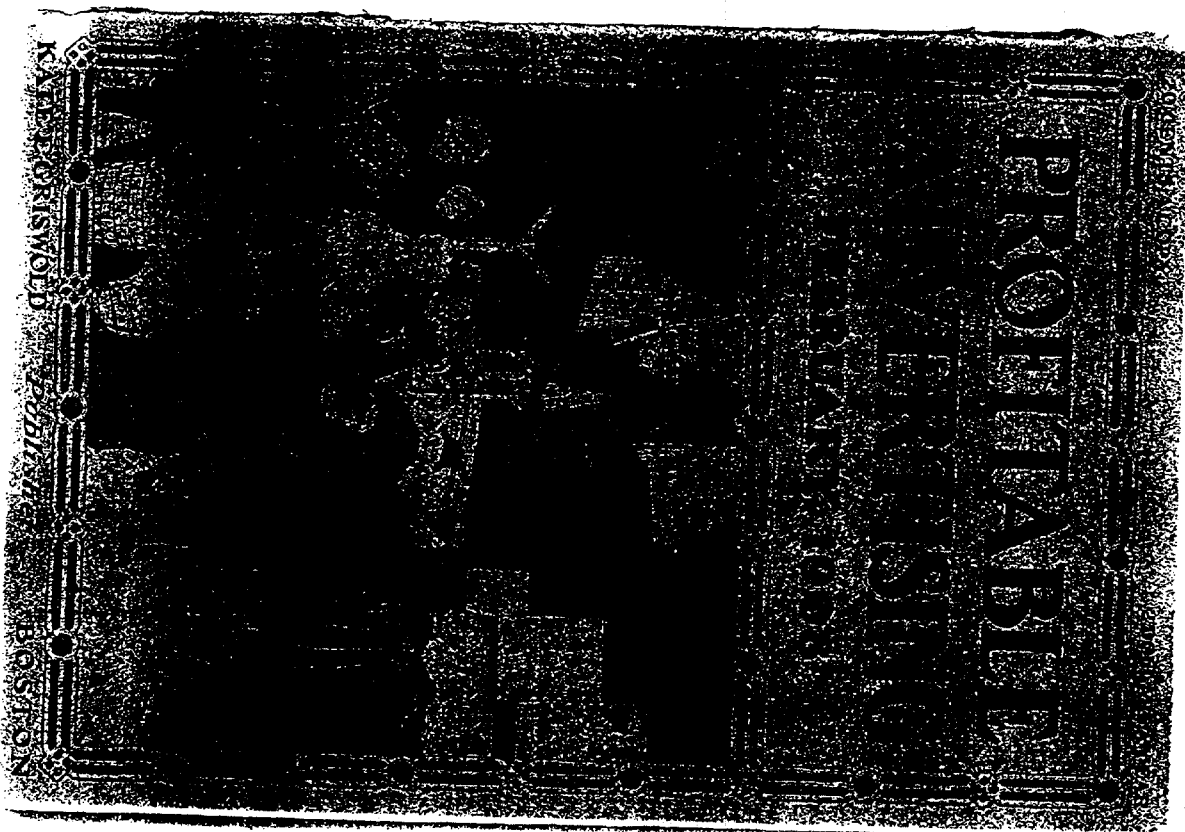




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7/11/79

CREATING ENTHUSIASM IN A SELLING FORCE How a Modern Concern Trains Its Salesmen, and Gives Them Information and Enthusiasm and Direction for their Work



FOR one week, recently, the selling force of the Sherwin-Williams Company, many said to be the largest paint and varnish house in the world, was in convention at the reception hall in connection with the Chicago plant. The convention, which lasted five days, from nine to five-thirty a clock each day, was pulled off with clock-like regularity. There were two hundred and fifty representatives present, including not only the salesmen, but also the heads of departments and especially of the sales and advertising departments.

The first day of the convention was taken up with the technical end of the business, and the various products of the company were explained to the salesmen by experts. The last day, Friday, was salesmanship and advertising day, the morning being given to the salesmanship and the afternoon to the advertising. The important subject of "sales" had, however, been discussed on other days.

It was a wonderful demonstration. First, of how much can be done in teaching a salesman salesmanship and advertising; and second, of how much enthusiasm can be engendered in the salesmen by the company. The part of the heads of departments.

Man after man from the rank and file of the salesmen, as well as sales managers and heads of various other departments, were called from thirty minutes to three hours in speeches which, contrasted with the average speech of the average citizen, were nothing short of remarkable. These men were not eloquent in the ordinary sense of the word. Their language was not always polished, but they had the workers' elements of successful speaking—a keen knowledge of the subject, and real conviction and

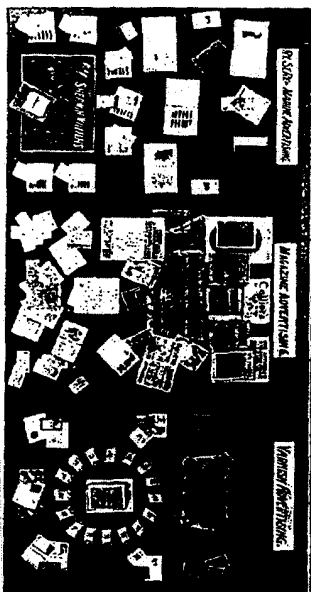
enthusiasm about it; and they talked well. What is more, they answered promptly and aptly, questions fired at them from all over the room, by salesmen who had had the same questions fired at them by unconverted dealers.

The Sherwin-Williams Company is a paint and varnish maker. It has ten plants—eight in this country, one in Canada, and one in England. It has sales and distributing facilities in all large cities. Each large department, painters, varnishers, enamelers, stainers, colorers, blenders, etc.—has its own sales manager, and an advertising department. This advertising department, consisting of an advertising manager, L. R. Greene, and his numerous assistants, who are divided into three classes—executive assistants, assistants for the preparation of designs, and assistants for the preparation of copy, and which is the administrative center, but in all the other factories there is a sort of subsidiary advertising department in charge of a competent man.

On Friday afternoon Mr. Greene and his assistants, Mr. Newton, executive assistant, and Mr. Newton, executive assistant, were in the hall of the company, pointing out each new feature that had been added for the coming season.

In order to enforce this lesson, at the morning session one of the sales managers gave an object lesson—a salesman talking to a dealer—in which he explained to the dealer just how to use the advertising.

There were hung up in front of the convention a dozen large bulletin boards, each one by one of the salesmen, showing a different department. For instance, there was one for varnish advertising, one



The method of showing different kinds of advertising.

for paint advertising, one for carriage painting, one for magazine advertising, one for the promotion department, one for house organs, and so on. While this advertising was being explained, the bulletin board under discussion was hung up in the center of the room, and as fast as it was covered it was moved over to one side and its place taken by a new board.

The most remarkable feature of the entire afternoon was the interest of the salesmen in the advertising. Their intelligent and pertinent questions and their enthusiasm over any single new piece of advertising introduced into the regular scheme. Mr. Greene would point out that this that, but the other, piece of advertising were the same as last year, with which the salesmen were familiar, but that in addition to this a new state card or catalog would be used, which they were to offer to their customers.

Let us say a few words about the salesmen. They are men of high ability, except that the salesmen were different. Each year these meetings are held not only to inform the salesmen about any new things, but also, and especially, to give the new salesmen their first, intelligent knowledge of the products, business, and sales methods of the company. There are always a certain percentage of new men present. These men have tried to break in. After they have tried to break in the ponds on the road for a while, they are returned at this con-

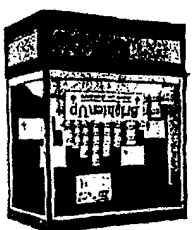
vention where they are taught all about the products, and all about the advertising methods, and all about the advertising as they do about the products. They are able to talk it just as intelligently.

The chief new feature of this particular advertising session was compared with last year's was the introduction of magazine advertising. After building up an advertising department of one hundred and eighty-five people engaged in the preparation of every kind of direct advertising, the company decided to take up some method of general publicity. Magazine advertising was selected. This advertising started with large spaces in a few leading magazines in September. In the bulletin board devoted to magazine advertising were shown all of the papers, proof of all the advertisements, and copies of all the booklets, form letters, cards, and other follow-up matter to be used in handling inquiries.

Following Mr. Greene's explanation to the salesmen, a description of the magazine advertising and what it intended to do, came a speech by Robert Frothingham, advertising manager of *Livestock*, who gave the salesmen a characteristic talk on magazine advertising, and especially the ethical side of it. This was such a hit that at the evening banquet Mr. Sherwin, the head and founder of this business, commented



the methods of ex-
mining a book.
It is carried by
is necessary for
with the spirit-
ing the sales-
the extent in the
of all the annals
of the most inter-
ing and method of
a perfect a repre-
page is 2 inches longer.
There is much new matter
and all of interest and value.
The series, from the pamphlet of 64 pages
in 1886 to this complete compendium
of the universe and Chicago for 1906,
form a library of reference that is
unique and well-nigh invaluable, and
there is likely to occur few questions
concerning the years covered by these
volumes to which they do not furnish
an answer.



Third Year Almanac

Mr. Frothingham's
magazine publishing
Sherman-Williams
things at this sea-
probably in none more timely and perfectly
than in this. That is why
"Fortnightly American" re-
sented me to report what I
saw and heard at the conven-
tion.



PROFITABLE ADVERTISING

COPY

one day

well that we become acquainted with the
mind, to be surveyed in a not distant issue.
with London, in a business way, and it is
esteem it to be. And we have Canada in
we in America, and they in Great Britain.
All of the various propositions from that which
such a different proposition from that which
and Germany seems to be regarded there as
British, and because advertising in France
times as we are with the advertising in Great
as familiar with the advertising in those coun-
tries as we are not perhaps
that we are not perhaps
month, for the reason
those published this
est and value than are
sally of even more inter-
to be, in their way, pos-
sible, which will be found
with illustrative exam-
ples, France and Germany,
advertising activities of
articles descriptive of the
we hope to present some
the world. Next month
with our policy to survey
to consist of a special
be regarded as included
These articles must not
more notable work.
than examples of their
located by T. A., rather
London advertisers, se-
averages work of leading
They are examples of the
tered thru these pages.
the reproductions scat-
as formerly. Witness
them. But not as much
as formerly. Witness
the reproductions scat-
tered thru these pages.
They are examples of the
averages work of leading
London advertisers, se-
located by T. A., rather
than examples of their
more notable work.
These articles must not
be regarded as included
to consist of a special
with our policy to survey
the world. Next month
we hope to present some
articles descriptive of the
advertising activities of
France and Germany,
with illustrative exam-
ples, which will be found
to be, in their way, pos-
sible, even more inter-
est and value than are
those published this
month, for the reason
that we are not perhaps
as familiar with the advertising in those coun-
tries as we are with the advertising in Great
British, and because
and Germany seems to be regarded there as
such a different proposition from that which
All of the various propositions from that which
we in America, and they in Great Britain.
with London, in a business way, and it is
esteem it to be. And we have Canada in
well that we become acquainted with the
mind, to be surveyed in a not distant issue.

Advertising in London
The Condition and Progress of Promotion
and Publicity Work in the Commercial Cap-
ital of the World, with Many Reproductions
of Work of Leading Advertisers and Agents

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