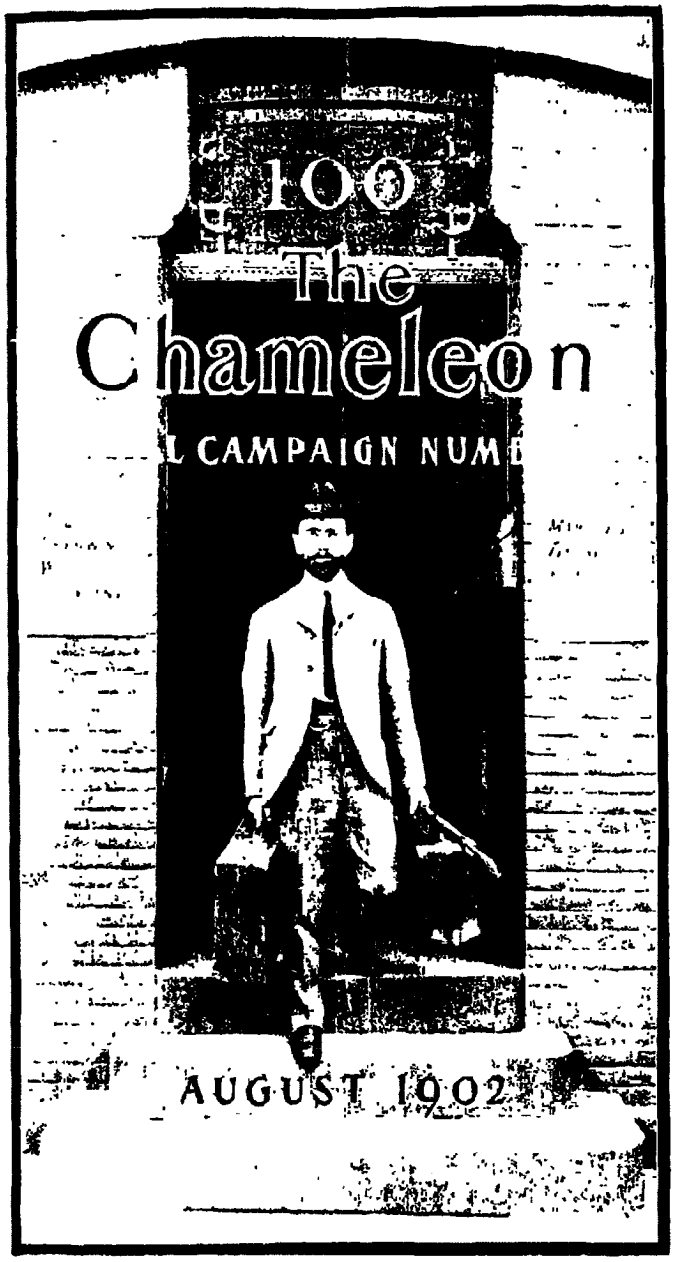




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The Chameleon.

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Vol. V. AUGUST, 1902. No. 8

WHAT WE EXPECT THIS FALL.

WE expect the fall season of 1902 to be the biggest fall season in the history of the Company. We will make it so. Great preparations are now under way to boom the fall business and no effort will be spared to carry our plans through with vim and vigor.

But no matter how well we plan, we cannot accomplish much unless we have the active co-operation of every man and woman in the Company. The fall season is a short one, but we must labor to make it a busy one.

Most of the work will have to be done by the representatives in the field. They are the ones who will have to bear the brunt of the battle. We depend upon them to lead the van—to win the victory for us.

We have prepared to give them every aid to fight a winning fight. On pages 125, 126, and 129 of this number of The Chameleon will be found a short description of some of the fall work we have mapped out. New and up-to-date lists of B.P.A.'s and B.P.C.'s have been prepared and sent to all the representatives for revision. These lists will be promoted as hard as we can promote them with good, forceful, order-bringing letters and mailing cards.

Property owners, painters, and every class of paint consumers will be worked to the full limit of our organization.

The general office work has been so planned that every inquiry will be given immediate attention, closely and persistently followed, and the representative promptly advised of all work we do in connection with it. Every effort will be put forth to back up the work of the representatives, to give them the kind of support that will carry them victorious through the fall campaign and pave the way for a good spring season.

The estimate for the fall business has been shoved up high. It will take plenty of hard hustling to come up to it. But there's no limit to what we can do when we get going. The mark has been purposely set high. We must—we can—we will reach it.

Nearly all of us have enjoyed a good season of rest. We are ready to go into the fight with mind and body alert and fully prepared for an aggressive, winning campaign. Not one amongst us but feels fit for the battle, and it'll only need the concentrated efforts of all to enable us to come up to our expectations—to overtop the high mark we have set.

So let each and every one of us go into the work with faith in our abilities, a determination to win, and by putting our shoulders to the wheel with all the vigor and enthusiasm at our command, shove up the sales, and make the fall of 1902 in reality the biggest fall season in our history.

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Midyear Notes.

BY S. P. FENN

SINCE our custom in the states has become so universal to sell the stock, or spring order, due and payable June 1st, more than usual interest has grown to center about that date, both in the Financial Department, as a basis of money returns for the long allowance of time, and in the Sales Department as a basis upon which to determine whether a customer is worthy of the credit he receives.

The bill being out of proportion in amount with the other and usual bills of the year, his treatment of it is likely to prove two things: First, whether he has capital enough to handle it, and second, whether he has system enough in his business to plan for it.

For this reason the saying grows to be true, as June 1st goes so goes the year in money matters, and as June 1st goes so goes the customer in credit.

An invoice due June 1st and so stated on its face and so stipulated at time of purchase and so accepted by the customer, should be met at maturity as promptly as a note of hand due at that time. The terms are always special and so never to be classed with other bills. No extension should be thought of on either side, and absolutely none granted, save only for a fraction after a partial payment of at least half. Even then for a few days only. July 1st should see every such bill settled by cash received. This is sure to be the case with our best customers always, and this end we strive to accomplish with all of them.

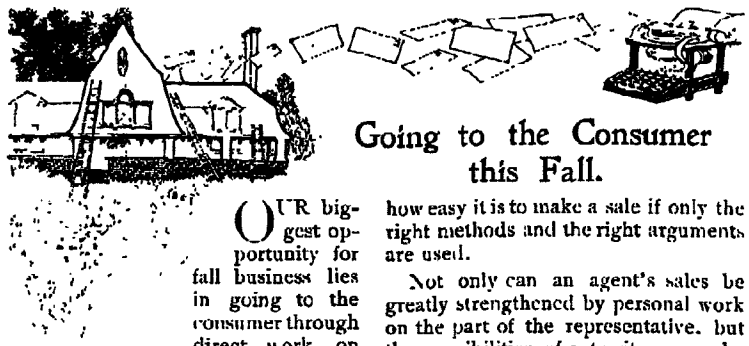
Our year thus far having been a record breaker in sales we naturally look for the same as to collections, and it may be interesting to see to what extent this appears as indicated by the percentage of gain in sales compared with the percentage of increase in accounts receivable in each division over last year. The increase of the latter on July 1st was as follows:

Central Division, -	8 5-10%
Western Division, - -	26 9-10%
Eastern Division, -	35 6-10%
New England Division, -	18 6-10%
Pacific Division, -	19 6-10%
Canadian Division, -	34 1-10%
United States Total, -	21 5-10%
Grand Total, - -	24 5-10%

The banner division, on this basis, is the Pacific and they have our congratulations for the magnificent showing of the largest increase of sales and the smallest increase of accounts uncollected on July 1st.

As to what may be the occasion for these varying proportions both good and bad, may appropriately be a subject of consideration as we enter the fall campaign. Suffice it to say we were never more firmly convinced than today as to the merit of the closest scrutiny of credits and the strictest methods of collection of accounts when they are due as being the best principle as between man and man individually and equally so between men and men collectively. We shall be interested to see the changes in these proportions which may be made six months from now.

Economy no more means saving money than it means spending money. It means the administration of a house, its stewardship: spending or saving, that is, whether money or anything else to the best possible advantage.—*Ruskin.*



Going to the Consumer this Fall.

OUR biggest opportunity for fall business lies in going to the consumer through direct work on the part of the representative, the agent, and the Promoting Department. If we succeed in getting all three working together with tooth and nail to interest the property owner, there's no doubt at all but that we will be able to roll up totals that will surprise us.

Some of the most successful representatives in the Company owe a good share of their sales to the enthusiasm they have been able to inject into their agents by continually talking "personal letters" and personal work with the property owner. When they call on an agent who is lacking in this respect, they show the "personal letters," get him interested in them, and then make it a point to visit as many possible paint buyers as they can find, taking the agent along with them wherever convenient.



They show the "personal letters."

In that way confidence can be instilled into new agents, the knack of clinching a sale shown them, and a better knowledge of the talking points of the goods given them. On the other hand ginger can be put into old, slow going agents by demonstrating to them how easy it is to make a sale if only the right methods and the right arguments are used.

Not only can an agent's sales be greatly strengthened by personal work on the part of the representative, but the possibilities of a territory can be learned exactly and plans laid to get all there is in it out of it. Often it happens that when a representative is doing this sort of work he finds opportunities that would not otherwise present themselves. We have in mind the case of one representative in the Central Division who by casually dropping in on a consumer stirred up business that'll make his territory show up in a way that's bound to win him greater recognition.



Take him along when you visit the consumer

We strongly urge each and every representative to make it a special point to call on as many property owners as he can during the fall campaign. Impress upon your agent the advisability of co-operating with you. Take him along when you visit the consumer. Get him to try our "personal letters". Use every argument at your command to induce him to send in the names of every intending paint buyer. Include as many names as you can in your town reports. Keep the P. D. busy doing personal work in your territory and when the end of the season comes around you'll be surprised and gratified

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at the good results that are bound to show up.

Let your efforts extend to architects, contractors and builders, and painters. Work every line. There never were brighter prospects before us and it will only take the combined efforts of all of us working together *in* harmony to make records that'll be satisfactory to agent, representative and the Company.

Ration-able Rations for the Fall Campaign.

BY EDW'D A WOOD

PREPA-RATION—Most of us have had a good rest and we hope are ready for work with full strength, energy, and resolve.

This is the time to locate the weak points in your territory and the spots where we were a little too late last year. Prepare your lists for next year with the greatest care, look up discouraged agencies, show them where they have failed to avail themselves of our methods and aids and get them well on their feet for the race in 1903.

Inspi-ration—Breathe in the full spirit of our enlarged plans and increased enthusiasm. Nothing is more essential to success than to become fully enthused with the spirit of your work. No half-hearted efforts can make good progress in the face of twentieth century competition.

Aspi-ration—Breathe out the firm resolves and ambitious prospects which we have set before us for the coming year. It is to be "The greatest ever", therefore aim high and do not be satisfied with mediocre work.

Concent-ration—It takes the whole of a man and all there is in him to win success in these days. Make this victory your one idea and bend to it every thought and energy and effort. Centre the gaze on your business and let nothing divert you.

Accele-ration—There is much yet to be done and but a few weeks before the records must close for the year. It's a clear and urgent case for *Hustle* or some important points will be overlooked.

Explo-ration—In every territory there are hidden possibilities for business which the casual glance will overlook. Look up the by-ways, watch constantly, scrutinize carefully, and dig deep. Let no chance slip by.

Expi-ration—The end comes soon to tell the story of the year. If you have made mistakes, correct them. If you have neglected duties perform them. If there is one single string you can pull to help out your showing seize it with both hands and with indomitable will.

Co-ope-ration—Don't forget our convention motto: but the spirit of our immense organization has progressed at a marvelous rate, even in the past few months, and calls for higher ideals in methods, facilities, ambitions, and demands, and the successes of the past dwindle in the light of present day prospects and necessities.

Keep in close touch with it all. Raise all anchors. Hoist every sail. Trim the canvas to catch every breeze, so that even opposing currents will bring you nearer the goal. Avail yourself of all the enthusiasm which is so freely offered.

Remember that

"One ship sails east and another sails west
In the very same winds that blow,
It's the set of the sails and not the gales
That tells them the way to go."

The Factory and the Fall Campaign.

BY J. D. BARKER.

IN every department of our work, nothing is quite done until the last stroke has been applied, the finishing touch given. Each process, every operation, is equally necessary, and the slighting or omission of the last or least detail can mar the effect of all that has gone before. In no other business is it so easy to "spoil the ship for a penny-worth of tar." Materials may be the best that money can buy, but they must be carefully tested and properly taken care of. Then the mixing, grinding, shading, filling, all have their part in making the finished product a good output. Even then the work is not completed. A damaged can, a poorly applied label, a hastily packed barrel, a carelessly stenciled address, can destroy the good impression the goods would otherwise produce. The making of good paint includes every step of the way, until the product reaches the surface on which it is to be applied.

This principle has its general application. Many a runner has lost a race through looking over his shoulder in the last stride, or slackening his efforts when approaching the finish line. Many a general has been defeated in battle through neglect of some small detail in his plan of campaign. Many a business man has failed because of slight miscalculation, or inattention to trifles.

Let all of us then give each item its due importance, and relax no effort to maintain standards of quality and finish, and as well maximum quantity. By each man and woman in the factory doing their utmost to turn out best goods in every respect, we will take our part in the fall campaign and will have no small share in making it a most successful one.

The Fall P. D. Work.

THE general fall work in the Promoting Department embraces among other things a very systematic following up of all B.P.A's and B.P.C's. The follow-up series includes two forcefully written letters and a very attractive mailing card. The letters will be accompanied by well worded enclosures.

The first letter dwells on the value of the fall as a painting time and points out how good the season can be made for dealers who take hold of S.W.P. It will be mailed August 15th and will be followed at intervals of two weeks by the remainder of the series.

We are going to make a strong drive with the B.P.A's and the B.P.C's this season on the value of our "personal letters." We shall endeavor to secure from them names of possible paint consumers, so we can prove by actual example the real worth of The Sherwin-Williams Agency and how our "personal letters" can get paint orders.

We believe that the plans we have mapped out will be unusually productive of good replies, and we look to being able to send a goodly number of bright prospects to each representative before the season is far advanced.

Work is being started early so that there will be no possible chance for the "other fellow" to get in ahead of us, and if every reply is carefully and promptly followed, each representative ought to be able to close the year with a banner record of new agencies.

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ENAMELOID

ENAMELOID is a new product. It is entirely distinct from straight Enamel Paint on the one hand and the so-called cheap gloss colors on the other. In distinguishing between it and our regular Enamel Paint it might be well to say that Enameloid is an Enamel Paint with the accent on the paint. Enameloid is made for painting large surfaces and so is made to be a good paint. *It works freely, spreads out smoothly and evenly, does not pull or drag, and is in all ways a pleasant and easy material to apply. It will be found in these respects vastly superior to many of the supposedly similar goods on the market. I believe it will make a place for itself, and will give entire satisfaction to those who are seeking a high gloss interior finish.*

J. C. BEARDSLEE.

The description of Enameloid, our new interior finish, given above by Mr. Beardslee will be sufficient to introduce it to the representatives in the best possible way.

It has always been our custom to wait until convention to give you new goods, but we are bringing out Enameloid now so you'll have something new to talk for the fall campaign—something that will interest the agents.

In putting this new product in the market, we are acceding to the often expressed wishes of the representatives. We have gone about the preparation of it in our usual thorough way. We could not be satisfied with anything mediocre. When we decided to include Enameloid in our list, we determined that it would be so good that it would far surpass any other product of like nature in the market today. It does, and we feel confident that it wont be long before it will have a place on every agent's shelves. It will be put up in gallon, half gallon, quart, pint, half pint, and quarter pint packages, and will be sold at the same price as the regular S.W.P. numbers.



Put up in gallons, half gallons, quarts, pints, half pints, and quarter pints



Representative's Enameloid Outfit

We are going to push Enameloid with all the force at our command. The advertising we have designed for it is very attractive and will be a big help to sell the goods. The counter card is one of the neatest and best we have ever issued. It is printed in dark green and a harmonizing shade of yellow. These colors also predominate in the color card and in the labels.

The representative's sample case is tasteful and displays the goods to advantage.

In addition to the regular advertising, a series of two special letters will be written to the agents giving them information about the product and urging them to put it in stock.

We want each representative to report every possible buyer. If you have had previous calls from your agents for goods of a character similar to Enameloid, give us their names and we will go after them for you. Should you want any advance promoting work in your territory, don't fail to advise us. We are prepared to inaugurate a selling campaign that will bring the goods to the front in a short time and we depend upon the representatives to help us. We have given you an article you have been asking for. Now go in and make it win. It'll be a new talking point for the fall campaign.

C. & M. Possibilities.

BY A. E. SCHAFER

THE writer, in looking over the various territories and consulting C. & M. lists and maps, is forcefully reminded of conditions which long existed in some of the rich mineral sections of the country. The opportunity for the production of great wealth was there, but without prospecting, who was to know the richness of the field; and as a result some of the very best territory was crossed and re-crossed until some one dug for what was beneath the surface and then the value of the land became known.

There are a few trade sales territories, we are glad to say, that have been prospected, and where the salesmen have dug deep, and in consequence results have been accomplished that have made those salesmen just that much more valuable to the Company. But there are a far larger number of territories where all of our work in the way of preparation of lists, maps, and information has been utterly wasted, with a consequent loss of trade for the salesman and the Company.

Many have said "I have no opportunity." That will remain true as long as opportunities are not carefully prospected and dug for. With the large number of possibilities uncalled upon, we are convinced that each salesman can make a showing in C. & M. sales if he will call on the trade as do the salesmen who are rolling up good totals. When individual trade salesmen can bring in from single accounts, which were once claimed to be no good, ten tons of special paste goods per month, sixty barrels of core oil in six weeks, ten barrels of P. M. 3 per month (and these are actual instances in fields no richer than the average) we cannot help but feel that what most of the territories need is prospecting and digging for C. & M. trade.

The facts are that no house in the paint business ever assembled such a comprehensive line of good paint specialties for the trade as has this Company, and none have put themselves in such good position to aid their salesmen to get the business.

What we want to urge is that inasmuch as agencies for S.W.P., Kopal, etc are very largely fixed for the year, that in the time remaining between now and the convention, each trade salesman make an extra effort on C. & M. business by calling on every single possibility as fast as towns are

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visited, reporting carefully any facts or information that will enable us to supplement his work. If any names listed are found to be useless for direct work advise us so we may cross them off the list or endeavor to get the business through the jobber or some other means. In that way we will be able to revise our lists intelligently and be in a position to do better work next season.

In short, prospect your territory thoroughly this fall for C. & M. trade and be prepared to dig next season and let us help you. We have elaborate schemes laid out for aiding the salesmen get C. & M. business. The work will be as thorough as it has been in the Trade Sales Department but none of the men can expect as good help on an imperfect list as can be given on one carefully and intelligently revised.

Sit down with your list of C. & M. possibilities and your "sources from which that trade comes:" think out carefully the goods indicated for each line of business: why a certain kind is used, and how it is employed: and you will begin not only to get your eyes opened to the interesting part of the paint business but will also learn about paint in a way that will make you a better and more forceful salesman for every line we have.

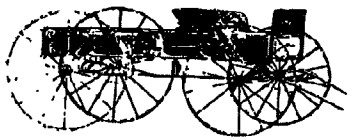
Look up carriage and wagon shops for Q. D., P. M., Varnishes, etc.: machinery and other manufacturers for the special goods listed, telephone companies for pole paints, big mills for paints for their roofs and premises, mining and smelting companies for property paints, and the jobber of carriage hardware and other goods through whom we can ship small orders where credit or the amount of the sale is not ample to warrant our selling direct.

Don't look at your list and say this or that person is "N. G." unless you know it positively. A man may have been "N. G." years ago when last you called, but remember that "large oaks from little acorns grow" and the small manufacturer in these good times is growing rapidly, and if we expect to become solidly intrenched with the manufacturing trade we must go after it early and late and not wait until the other fellow has the prize and then try to grab it.

We want, nay, we must have our share of the C. & M. trade in every line on all of the territories. We must fight for it just as hard as we fight for S.W.P. and other business.

We confidently look forward to splendid co-operation from now on, especially during the coming fall season, from the trade salesmen who have not been interested in this work. We hope their efforts will be such as to permit us to commend them at the coming convention and not withdraw from their territories any of the good possibilities now on them.

We want to thank all who have contributed to the success of the department and shall watch the work with more than ordinary interest from now until the end of the year.



"The S. W. P." for September.

THE September issue of "The S. W. P." will be known as *The Fall Campaign Number*. It will be as forceful and as full of good ideas for booming the fall business as we can make it. No effort will be spared to have it breed enthusiasm, to make it convey to the agents part of our own energy and faith in the fall season.

Special stress will be laid upon the importance of the agents' going after the property owner. An article, "*The property owner in the fall,*" will be written, treating on the fall as a good painting time. This will be in the nature of "follow up" for the one which appeared in the August number of "The S. W. P.", and will be accompanied by a property owner blank.

Enameloid will be introduced to the agents in this number. The advertising and each size package will be illustrated: a general idea will be given of what we intend to do for those agents who take hold of the goods with us. We shall try our utmost to bring Enameloid out with flying colors and shall give it a launching that ought to make it go from the very beginning.

Good suggestions for timely fall windows will also be a feature of the number. We shall illustrate and describe two splendid fall displays.

The painter will come in for his share of attention, ways will be pointed out to the agents by which they will be able to secure his support.

Stove Pipe Enamel, a good fall and winter specialty, will also be exploited. It's good points will be brought out, the advertising and package illustrated and described, suggestions for newspaper advertising given, in fact the goods will be shown up in a way that will give added impetus to their sale.

We are giving this information in advance, so the representatives may use it to good advantage. Our efforts to make the fall campaign the liveliest and best in the history of the Company



Cover of the September issue of The S W P

ought to be brought to the attention of the agents now, and their enthusiasm evoked ahead of time, so that when the season opens in earnest, everything will be in readiness all along the line for a rousing business.

The "personal letter" work should have special attention. Each salesman will find it to his advantage to impress upon his agents the necessity of filling out the property blanks and mailing them to us promptly. Put part of your own enthusiasm into your agents and we'll get the results we're after.

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What to Do to Make the Fall Campaign Successful.

BY THE REPRESENTATIVES

HUSTLE, bustle, pull, and tussle with B. P. A.'s, agents, slow going painters, etc In a word, work. —S. H. Robinson.

Dig deep—the successful farmer uses a sub-soil plow.—L. J. Fasquelle.

Hustle. Knowledge is power, but it wont sell goods without the power to hustle.—I. M. Benedict.

A word fitly spoken of S.W.P. at the right time is like Apples of Gold. —H. B. Pruden.

My advice is to keep going.—E. S. Blanchard.

The success of the season just closed, coupled with the general prosperity of the country, will be strong talking points in putting enthusiasm into our agencies for a strong fall campaign.—W. F. Gallinger.

Go after the B.P.A.. and agents who need steaming up.—A. W. Ballard.

Look over your town reports very carefully and plan your fall campaign accordingly.—G. L. Hancock.

Confidence, willingness, energy, and aggressiveness are the magnets from which to draw for the fall campaign.—J. R. Miller.

Endeavor to get all The S-W. Products where S. W. P. is—in front—F. B. Gable.

The splendid outlook for fall business, backed up by conscientious effort and thorough work, will make a brilliant finish to a banner year.—Robt. Rondthaler.

Work the consumer and make special effort with architects.—E. S. Donnelly.

Keep your business constantly before you and your mind will guide you in the right channel.—H. E. Billau.

Enthuse old customers; educate new customers; prospect for 1903 customers; make a varnish campaign.—C. S. Wheeler.

Personal work among P. O's will give us a strong finish in 1902 and have big influence in 1903.—J. F. Hommel.

Go after new trade in all lines and use the P. D.—C. W. Blodgett.

Cultivate a love of work: success comes most surely that way.—J. H. Williams.

Work hard with the consumer and try to bring him and the agent closer to one another.—W. W. Walton.

Put your heart into your work and do your best.—Fred. R. Rightmire

Get your agents to use the W. D. and dress their windows systematically and frequently.—D. Crevier.

Visit the property owner and bring the dealer business—nothing will interest him more.—J. J. Harkness.

Hearty co-operation between agent and representative in working the property owners.—D. G. White.

Inject some of your vacation energy into your customer.—E. T. Parsons.

Everyone attend strictly to business and we will get it.—R. F. Ketchum.

To help along fall business, go after the B. P. C. hard and start him as a B. P. A.—W. B. Haight.

Hustle the old agents and help the new ones.—S. G. Pollock.

The broadest and most successful field to work is with the property owner, and don't forget to "cinch" the painter.—W. D. Peyton.

Go after new agents, but don't overlook the old ones—we need them for the finish.—W. E. Mathews.

Twenty-second Annual Ce

ENTHUSIASM and good nature are always marked characteristics of a Sherwin-Williams crowd, and never was there a happier, better natured lot of picnicers than those who attended the Twenty-second Annual Outing of the Central Division at Cottage Grove Lake, Friday, July 18.

The day opened cloudy and threatening, but it takes more than threats or rain to dampen the genuine S-W. ardor, and when the picnic train pulled out of the B. & O. depot, every one of the eleven coaches was packed to the overflowing, seats, aisles, platforms—every place was crowded.

Shortly after 10 o'clock the picnic grounds were reached and the fun began. The ball was set rolling by a base ball game between Bradley's Colts and the Invincibles, improvised factory teams. The Colts proved to be the stronger and won by a score of 8 to 5.

Lunch was the next item on the program, and you may be sure that there was no delay to get at some of the good things the picnic baskets held. By the way the eatables began to disappear, it seemed most of the boys and girls had forgotten breakfast in the excitement of preparing for a good time.

Rain began to fall soon after noon and the dance pavilion proved to be the chief attraction for the most of the afternoon. There was plenty of good music and much fantastic tripping of merry couples. Mr. Ed. Obert, of the Tin Can Dept., and Miss Fehrenbach, of the C. & M. Dept., were the winners of the prize waltz.

The rain let up long enough in the

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Fourth Annual Canadian Division Outing.

THE Fourth Annual Outing of the Canadian Division was held again at Bout de l'Isle, July 31st. This was about three weeks later than usual, the enormous increase in the business making it impossible to hold it earlier. The employees brought their families and friends, and a crowd of 250 or 300 persons embarked on the cars at about 8.15 a. m. As soon as the grounds were reached the athletic sports were held. There were numerous entries for each event, and the running and jumping showed signs of assiduous practice on the part of the contestants. The sports were followed by a football match between the office and factory: the factory carried off the laurels once more, by a victory of four goals to two. An orchestra was on hand, and the afternoon was pleasantly spent in dancing, boating, and participating in the various other amusements provided. The day was passed very enjoyably by all, in spite of the heat, and it was a very good-natured and happy, though tired crowd which returned to the city at 7 p. m.

The winners for the various events were as follows:

100 yards dash—1st, C. S. Bann; 2nd, J. Ellard; 3rd, Sam. Gray, jr.

50 yards dash (ladies)—1st, Miss Gilson; 2nd, Miss Renaud; 3rd, Miss E. Whitehead.

Running broad jump—1st, P. Raymond; 2nd, C. S. Bann; 3rd, J. Ellard.

Sorting boots—1st, J. Gorman; 2nd, G. E. Radford; 3rd, Sam. Gray, jr.

Needle and thread race—1st, Miss Smith and J. Ellard; 2nd, Miss E. Whitehead and Sam. Gray, jr.; 3rd, Miss Clements and E. Budge.

Three-legged race—1st, Fisher and Enright; 2nd, Raymond and Aggett.

Tug-of-war—Won by W. A. Paton's team.

Football game—Won by W. S. Messer's team.

Third Annual Eastern Division Outing.

THE Third Annual Outing of the employees of the Eastern Division offices and factory took place on July 12th, at Greenwood Lake, N. J., and was pronounced a most enjoyable day by one and all.

Promptly at 9 o'clock our party assembled at the North Newark Railway Station of the Erie Railroad, when three well filled coaches, attached to the regular train, took us to our destination, where we arrived shortly after 11 o'clock.

The weather was all that could have been desired and the morning was spent in looking over the grounds, swimming, dancing, boating, etc.

The games started promptly at 2 o'clock, and the events were run off in the following manner:

Standing jump—1st, P. Helwig, 8 ft. 3 in.; 2nd, L. Wishart, 8 ft. 2½ in.; 3rd, G. McGinn, 8 ft. 2 in.

Pipe race—1st, Wm. Lawson; 2nd, J. Hand.

100 yds. dash—1st, L. Wishart; 2nd, N. Norton; 3rd, P. Helwig.

Girls race—1st, L. Harrison; 2nd, E. Klem; 3rd, C. Newmark.

Three-legged race—1st, J. Fennessy, Geo. Vasey; 2nd, J. P. Minetree, jr., H. A. Waterman; 3rd, N. Norton, H. Hummel.

The much talked of base ball game then took place, Mr. W. B. Albright acting in the capacity of umpire. At the end of five innings the factory boys, in spite of tremendous efforts on the part of the office team, reversed last year's victory, winning by a score of 9 to 6.

Dancing and boating kept everyone busy until train time, when all returned to the city, thoroughly tired out, but greatly benefited by the day's relaxation from business.

We were glad to have with us a number of visitors and also the following traveling representatives who helped make the day pass pleasantly:

Messrs. Geo. C. Schell, W. H. Wilson, J. P. Minetree, jr., and W. B. Haight.

We had made careful plans to show the readers of THE CHAMELEON what we looked like when off on a holiday, but "the man behind the camera" failed to catch the first train, and as the photograph, an important part of the picnic, had to be omitted.

Take our word for it, however, that Greenwood Lake is indeed a beautiful spot, and we are all grateful to the Company for so liberally providing for our entertainment.

Who'll be the Honor Men?

In order to make the fall campaign doubly interesting, we shall keep a separate record of the number of agencies made during the fall season; also of the fall Floor Finish, Varnish, Kopal, and Enameloid sales. This record will be entirely distinct from the regular yearly one. The progress made in the race will be printed in THE CHAMELEON same as the yearly record, and we are expecting a lively contest.

With all the work we are doing this year to make the fall season an unusually good one, and with the help we are prepared to give to each representative we ought to be able to get splendid results on all lines.

Although there will be no prizes offered for first place in this contest, it will be no small honor to be at the head of the list in your division. We shall watch the race with much interest.

Who'll be the honor men?



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DIVISION NOTES.

Central Division.

The past month found most of our representatives enjoying a well-earned rest which we hope gave them renewed vigor and energy for the fall campaign.

The fall affords excellent opportunities for putting in an unbroken line of shelf goods with many of our present dealers. Representatives should bear this in mind.

The compiling of the new territorial lists is under way. We intend to give every representative complete copies of all present and possible Trade Sales. C. & M., St. Ry., R. R. and Marine business in his territory.

Mr. Cottingham is back at his desk again after a six week's trip to Europe. He arrived in New York the 10th on the S. S. Campania. While on the other side he visited England, Ireland, and France.

We have sold the Cleveland Board of Education paint for all school buildings in the city. The order will amount to about 800 or 1000 gallons. Does school business pay?

Let each representative send in the names of the trade in his territory that we are not selling at present. The P. D. will get after them, and the usual good results will surely follow.

Western Division.

The work of making up the B.P.A. and B. P. C. lists is completed and they are now in the hands of the salesmen. The compiling of the territorial lists for next year's work is also well under way.

The Western Division is much interested in the new Barn Paint which we are putting on the market. The fact that the great bulk of our business comes from the farming country, ought to make this one of the banner divisions in selling the new paint.

Railway business keeps good. We are not only holding our own at home, but foreign business is also coming our way. Mr. Billau sends us a large order for a special paint to go to Mexico.

We are much gratified that the salesman's first prize in the advertising contest was won by Mr. C. S. Wheeler of the Western Division. Mr. Wheeler is one of our oldest representatives, and there are few who understand more thoroughly the best ways of pushing paint.

Metalastic orders continue to come in rapidly and show that we are now pushing this paint in a better way than ever before.

Following the custom which has long been established in the Central Division, we have arranged to hold a picnic at Cedar Lake, Ind., Aug. 14. The committee in charge are now perfecting the plans for the outing and it promises to be a very enjoyable occasion.

Mr. Chester DeLong, office superintendent, was married to Miss Daisy C. Frank, of Dayton, O., on June 25, and after a three weeks' wedding tour is back at his desk again. He has the congratulations and hearty good wishes of all of us.

As this goes to press, Mr. Pinkerton is writing up the first car load order for our agents, Messrs. Holland & New. The order calls for everything on the list, including a nice line of varnish. Thanks to Mr. Pinkerton.

Minneapolis Depot.

Although we have had considerable rain this season, interfering with painting somewhat, the prospects for a large crop were never better, and we look forward to a heavy fall business.

Eastern Division.

Mr. Charles Tucker, representative in the West Indies, has just returned after a six months trip, and reports prospects very good for future trade.

Mr. H. C. Haight, new representative in territory 65, formerly covered by W. B. Haight, began work August 1st. We wish him good success and have every reason to believe that he will do well.

Mr. Edward Watson, who replaced Mr. Spillman on territory 72, landed a splendid agency the other day, when he booked The Shuford Hdwe. Co., of Hickory and Newton, N. C., one of the largest firms in this territory, for 550 gallons of S. W. P., and some shelf goods. He was successful in having these people return all their old stock, and states that they sell over 2,000 gallons of prepared paint a year. This was certainly a splendid start.

The P. D. is busily engaged compiling the new lists for next season, and we are sure that the careful work we are doing now will be productive of the biggest kind of results next year.

We have recently entered orders for over 1,000 gallons of paint from a few of the cotton mills. This trade is unusually productive and we urge all the representatives to go after it with vigor and to follow up closely every clue we give them.

G. A. Feld Co., our new New York agents, are taking hold of the line with unusual success. They have just placed an order with us for a thousand gallons of Roof and Bridge Paint.

The Wenecke & Doerr Wholesale Cigar Co., who do a large business in the northwest, and are very large advertisers, have adopted Premier Non-Fading Red as the standard for their signs.

Kansas City Depot.

The new warehouse is coming along slowly but surely. The foundation is in and everything in readiness for the brick work.

Canadian Division.

Business with us during July kept up remarkably well, and our sales show good increases over last year. All of our representatives are still on their territories and doing well, but will commence taking their vacations about August 1st. We extend our heartiest congratulations to them for the good work done, and hope they will enjoy their well earned vacations to the fullest extent.

Mr. Adair, of J. & T. Adair, Dawson City, Yukon, called and left with us an order for nearly $3,000, which has already gone forward. Mr. Adair is a very enthusiastic agent and states that he and every one else in that far

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northern country consider The Sherwin-Williams Paints and Varnishes "all right". None of our representatives have ever been as far north as Dawson City, but Mr. Adair knows a good thing when he sees it, and so do the miners in the Yukon.

We were pleased to have a visit from our Treasurer, Mr. S. P. Fenn, who remained with us for three days and made many valuable suggestions for improving our system.

We had a visit from Mr. Fallis for the first time this year. He remained with us for a few days and returned to his territory again. He is working very hard not only to lead in total sales for the Company, but also in total trade sales.

We are now laying our plans for a vigorous fall campaign and intend making this fall's business the "greatest ever."

Our line of Canadian S.W.P. agents now runs from Dawson City to St. John's, Newfoundland, covering a territory of some 5,000 miles.

New England Division.

The painting season is a trifle dull just at present, but we have had a splendid spring business and have every reason to believe that the fall trade will come up to our expectations.

There is a tendency oftimes to think that when we have sold large quantities of paint, the town must be "well painted", but by observing the large number of houses that have never seen a coat of paint we certainly can never get entirely "painted up".

Mr. A. P. Hittl, one of our office force, while on his vacation found a man who had been painting his buildings every year with fish oil and other cheap ingredients. Mr. Hittl showed him the economy of using S. W. P. once in six years where he had been using this mixture every year, and the result was the promise of a 30 gallon order next spring.

The territorial lists for salesmen will be under way by the middle of August, and we hope to have them in the representatives' hands within the next two months.

We anticipate better returns than ever before from the letter and "follow ups" which will be sent to the B.P.A.'s and the B.P.C's. The plan of soliciting property owners' names ought to make a "hit".

Pacific Division.

The salesmen have returned from their well earned vacations, each and every man looking much better for the change and rest.

All were much encouraged by the "indirects" received while they were away, which gave every evidence of the healthy trade conditions prevailing in the different territories.

Were we called upon to judge, we would say that the fall campaign will be a winner, as the boys go out full of enthusiasm with renewed vigor to make every moment count, and they will do it.

Southern California Depot.

All through this section active building still goes on, and what's better, S. W. P. goes on, too.

DEPARTMENT NOTES.

Trade Sales Department.

We are entering upon the fall campaign with the brightest of prospects before us, and with every incentive to continue to work with the energy that has characterized every step of the season just passed.

The prospects in the Trade Sales Department are unusually bright. The general condition of the country is prosperous and there is every indication that if we take up the work with the spirit of the past and with the determination to win, we will not only reach the high mark which has been set, but we will far exceed it.

Personally I have great hopes for the fall season. The Promoting Department is inaugurating a series of follow-up letters to go to B.P.A's and to B.P.C's. These letters are of a nature that ought to prompt many replies, and if the information we feel sure we will be able to give the representatives be carefully and persistently followed, there is bound to be a record rolled up for fall that will stand to the good credit of all of us and be a scource of much pride and gratification to the management.

Each and every man of us ought to go into the work of the fall campaign fully determined to outdo the splendid results of the spring campaign. We should particularly bear in mind the good advice given on another page of THE CHAMELEON with respect to personal work with the property owner. We should not forget that an army without recruits cannot expect to maintain its front unbroken, and we should continue to wage the fight for new agents with renewed vigor.

The fall is a good time to wedge in the lines of shelf goods with those agents who have not yet taken hold of them. Each line ought to be kept to the front and strong pressure brought to bear to place the goods where they are now missing. The articles on shelf goods which will appear each month in "The S.W.P." from now on will be very helpful in this respect.

Enameloid, the new interior finish, should have good attention. It's a splendid product and is certain to go to the front rapidly.

Each territory ought to be scrutinized carefully and all possible trade in the C. & M., Railway, Street Railway and Marine Departments as well as in the Trade Sales Department should have close attention.

The management in each division is fully prepared to give every aid to each representative, and wherever help is needed, there should be no delay in consulting the division manager.

Record of New S. W. P. Agents.

The Central Division still holds the place of honor. Mr. Benedict being successful in maintaining a good lead. The other divisions are in the same places with the leaders unchanged, except in the Canadian, where Mr. Vincent has tied Mr. Crevier. The fall offers so many good possibilities it's hard to predict who'll hold place at the end of the season and the best we can say is "good luck to all."

The record for the entire Company is as follows:

Central Division,
I. M. Benedict. ***76 new agents.***
Western Division,
R. H. Baum. ***51 new agents.***
New England Division.
Ralph F. Ketchum. ***46 new agents.***

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Eastern Division.
S. G. Pollock. ***39 new agents.***
Canadian Division.
D. Crevier. ***32 new agents.***
R. Vincent. ***32 new agents.***
Pacific Division.
Geo. W. Mowat. ***28 new agents.***

Leaders in Floor Finish Sales.

There's an old saying that "a good leader always has a good following," and it is certain that Mr. Sheldon is running a pretty race for leadership in the entire Company on Floor Finishes with the leaders in the other divisions closely following. It's any man's race yet, and it's too early to foretell the winner. New England and Pacific Divisions have moved up one place, the Central Division having fallen to the rear of the line. The leaders are as named:

Eastern Division.
H. T. Sheldon.
Canadian Division.
D. G. White
Western Division.
J. P. Greene.
New England Division.
F. B. Hare.
Pacific Division.
Geo. G. Mowat.
Central Division.
L. J. Fasquelle.

The Leaders in Varnish Sales.

The Canadian Division still leads the list with Messrs. Fallis and Johnson in advance of the leaders in the other divisions. The fight for place and money in the varnish competition is very close all along the line, and the winner will certainly earn a well fought victory.

The same men hold first place in each division, except in the Eastern, where Mr. Donnison, of the Export Department, has crept up to second position. The record follows:

Canadian Division.
1st—W. S. Fallis.
2nd—Robert Johnson.
Central Division,
1st—L. J. Fasquelle.
2nd—H. B. Pruden.
Eastern Division.
1st—H. T. Sheldon.
2nd—F. C. Donnison.
Pacific Division.
1st—Geo. G. Mowat.
Western Division.
1st—John P. Greene.
2nd—Joseph F. Hommel.
3rd—W. W. Walton.
New England Division.
1st—L. W. Barney.

Kopal Sales.

If ever a close fight was waged for leadership in any line of goods, it is being waged on Kopal. Each division is coming to the front in gains made each month, and by the way the men are running now, there's no telling who'll come out ahead.

The following record is interesting:

Central Division.
L. J. Fasquelle.
Pacific Division.
Geo. G. Mowat.
Eastern Division.
H. T. Sheldon.
Canadian Division.
W. S. Fallis.
Western Division.
J. F. Hommel.
New England Division.
L. W. Barney.

Mr. Fasquelle still "has the whip hand." Mr. Mowat has passed Mr. Sheldon to second place; other divisions follow as last reported.

The Kopal prize isn't a "sure thing" for any man—it's for the man who goes after it.

GEO. A. MARTIN.

Railway, Street Railway and Marine Sales Departments.

Last month we urged every one to enjoy their vacation. This month our best wish is that each representative may learn the real satisfaction that comes from good accounts started with customers in this department. The management desires and expects that Railway, Street Railway, and Marine Departments will be given an important place in the rousing fall campaign which is being started all along the line. We want the results that will come from this season's fighting. We also want information that will assist us in next year's battle. Lists of trade in these departments covering present and as far as can be all possible customers are being made. We will give under the name of each concern the officials through whom the business can be influenced. These lists will also form the basis of the vigorous circularizing work we intend to do the coming season. They will in many instances need correction. The importance of calling on the trade in these departments this fall cannot be overestimated. Report more fully than usual, giving the name and title of all officials called on. Make a special point of any information that will help us improve our mailing lists. Past experience has indicated that with such a loyal and energetic corps of representatives as we now have under the S-W. banner, the frequency and elevation of the fall reports on R. R., St. Ry. and Marine business will surpass anything we have yet received.

The Pacific Division, possibilities considered, is leading the van. They are to be complimented for the splendid showing they have made.

E. M. WILLIAMS, Mgr. St Ry. Dep't.

Manufacturing Department.

Plant Number One.

A meeting of the superintendents of the various plants was held at the Cleveland Factory Office from July 14th to 17th inclusive.

There were present Messrs. Beardslee, Sims, Sieplein, Oldham, of plant No. 1; Mr. Hain, of plant No. 2; Mr. Barker, of plant No. 3; and Mr. Lawson, of plant No. 4.

The sessions were devoted to interesting discussions about the manufacturing of goods and the methods and systems in force. The meetings were productive of many improvements and proved to be of much benefit to those attending.

Preparations are already being made for the inventory which is to be taken Sept. 1st. The methods to be used reduce the amount of labor to the minimum and will enable us to get the results in the shortest possible time.

The Foreman's Club held its regular monthly meeting on Monday, August 4th. On account of the absence of some of the members who are away on vacations very little business was brought up.

We have been working on the new Enameloid colors for some time past and now have the line practically completed and will be in position to fill orders very shortly.

Plant Number Two.

The first monthly meeting of the Foreman's Club was held Monday evening, July 21st, in the office. Plans for the new club house and matters pertaining to the picnic were discussed.

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Plant Number Three.

July has been an exceptional month in many ways. We have been very busy, and although at the time of writing the month has four days to run, the output records for a day, for a week, and for a month have all been broken.

The Sales Department reports a 3,500 gallon contract for Metalastic, while inquiries and sample orders for A.I.P. are plentiful.

The factory office work is in better shape than it has been all year, and preparations for inventory and annual figuring are well under way. Prospects for holidays seem a little more hopeful.

Plant Number Four.

Work has been begun on a four story 125 x 55 foot building for manufacturing and storage purposes.

J. C. BEARDSLEE.

P. & A. Department.

We are at last settled in our new quarters. The increased floor space as well as the rearrangement of the press and composing rooms adds largely to our facilities and places us in a position to enter the fall campaign fully prepared to do our share.

We are busily engaged at present on the advertising for Enameloid. Color cards, show cards, are all being pushed forward with vigor. The Representatives' samples have been shipped, and we are doing all in our power to back up the good work we know will be done on the new product. The representatives may feel certain that every advertising feature connected with the goods will be ready to go out on time, and will be plentifully supplied.

The work on the new edition of the B-23 booklet is going ahead rapidly. We expect to be able to make partial shipment of the booklet within three weeks.

GEO. W. FORD.

Promoting Department.

The article on page 125 will give a good idea of the preparations the P. D. is making for the fall campaign.

We were never better fitted to give good help than we are this fall. The P. D. in every division is on the best possible footing and the representatives may feel certain of splendid support all through the season.

At headquarters we are straining every nerve to meet all requirement. The offices have been enlarged, plans are being made for a vigorous campaign, and altogether, we expect to be able to stir up many good inquiries.

We hope the representatives will give us their best co-operation by closely following each individual inquiry and by reporting carefully on each prospect enable us to concentrate our fire on the most likely ones.

Every man and woman in the P.D. has caught the spirit of the fall campaign, and if earnest work will count for anything, we will surely close the year with a banner record.

HARRY DWIGHT SMITH.

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