SHERWIN-WILLIAMS FACTS - 1935 FORTUNE MAGAZINE

Largest paint customers - 1. Automobile
2. Railroads
3. Building trades.

Total paint business	- $350,000,000 per year	
S-W has	- 16% of all	
Nearest competitor	- Pittsburgh 10%)	
Next in line	- DuPont	) Mostly Industrial business

S-W Business - Trade Sales - 66%
- Industrial - 33%

Such as food cans, radiators, tanks, hospital rooms, ship bottoms, sheep, rubber products inks

No other Company sells so many different products in so many different places.

Customers include - Lucky Strike, Coca Cola, Shell Petroleum, Maxwell House, Goodyear, Sunkist, Ipana, Brooklyn Bridge, Cleveland Street Cars, Philco Radio, New Haven, Conn., Ivers Pond Pianos, Packard

Before 1929 - Repainting accounted for 75% of paint used
Since 1929 - " " " 90% " " "

Chicago Plant turns out one-third of all S-W Products.

Export business only $1,000,000 of the total $56,000,000 due to policies of foreign countries.

Assets include 135 patents at $1.00 each.

S-W makes 90% of all raw materials used - only paint company which follows this policy.

Ozlo (Zinc Oxide and Lead Sulphate) made at 29-acre plant Coffeyville

By-products Paris Green expanded to $1,500,000 Insecticide business

Mr. G. A. Martin acknowledged Dean of U. S. Paint Industry. Born in Montello, Wisconsin, 1865; to school there; at 12 years of age became messenger boy in the Stockyards. In 1886 formed his own paint company to supply Pullman. Purchased by S-W in 1888. Rose from Plant Manager to Western District Manager, to Auxiliaries Manager. In 1916 became Vice-President in charge of manufacturing; 1921 Vice-President and General Manager of Company.

Informal, avoids speeches, doesn't like to hear others sound off. No business lunches, wants to relax when eating, dislikes writing personal letters. Has lake front home in Cleveland, owns (with his good friend Tom E. Wilson) 6,000 acre ranch in New Mexico. 125 miles northwest of El Paso. Plays golf, watches baseball, director of Cleveland Indians, also Goodyear, Wilson & Co., Erie Railroad, Cleveland Trust, and others. Spends two-thirds of his time on the road, leaves the management up to a Board of Operators, Purchasing Pool, Sales & Advertising, Stock & Distribution Committees.

Board of Directors has only three outsiders - Cyrus Eaton, Harris Creech and George T. Bishop.

Subsidiaries - Handle own affairs, sales in particular, pushing their own brands; considered best policy contrary to DuPont. Financial reports consolidated with S-W and Presidents report to President Martin direct.

All use common purchasing, formulation, research and test station facilities.

Sales - Expense on budget of 26% of total expense. Country divided into 13 districts, 30 divisions; 500 salesmen S-W, 500 salesmen subsidiaries. Reciprocity accounts for 5% of S-W sales. 50,000 hardware-paint department, lumber agents. 100 S-W Retail Paint Stores - as a group successful. Goal - $1.00 per year per capita per district - rarely reached. In 1933 "Pot of Gold" contest gave $60,000 in prize money to salesmen.

Advertising - Expense on budget of 4%. In 1907 ran one of the first color ads in the Saturday Evening Post. Issued 15,000,000 broadsides a year; goes 50/50 with agents on annual distribution of 2,500,000 pamphlets.

Technical Staff - 200 consultants available.

Employee Relations - 6,000 employees in all Plants. No labor trouble except small strikes in Cleveland and Newark easily settled. Benefit Association, clubs, etc. 436 - 25 Year Men, and 3 - 50 Year Men.

Fortune - S-W's respectability from the start forced the standards of the entire industry up.