



## Officials Encouraged as Business Takes Gradual But Certain Up-Turn

### A "PROMISE OF THE MORNING"



In answer to your request as to the "outlook," or perhaps "What of the night?" and various matters of the Finance Department, I am happy to say that at present there is a "promise of the morning." Time was, and some of

us can remember, fifty years ago or even twenty-five, when we could honestly say that it was fun to do business—so easy, often came almost without the asking; but the experience at present is not of that sort, and the adjustment after the war is taking years longer than ever was expected. And were we in need of any evidence as to the fallacy of bolshevistic ideas, the experience for months past, as well as of the present, should dispel it forever. There never was a time in our business, and, I take it, in all other business, when the gray matter of brain was more in demand and absolutely necessary, as pertains to the purchase, manufacture, and sale of goods, coupled with the difficult and perplexing problems in matters of credit and collections, than at present.

There is some comfort, perhaps, in realizing that we are doing as much business as our friends in Canada, on the Continent, in Australia, or any of the islands of the sea, and perhaps, in comparison with our competitors, but the natural ambition of human nature is to desire some margin of profit that will compensate for the labor expended. This adjustment has not yet been made, and although the managers of a business, like our own, may feel a certain degree of security because of sufficient capital for the business done, and it may be possible to realize a fair margin of profit in the manufacture of the goods, yet it is an absolute necessity that there be a more radical adjustment than appears at present between this profit and the terrific expense in the process of distribution, and until this is done, we must all expect a smaller return from the capital than has

been our custom in the past.

As I intimated, the outlook is better than it has been in two years, and promises well, and the equipment for our business was never more satisfactory than at present, but it is no time for any weak-kneed pessimist or indifferent worker to take any satisfaction to himself.

*Vice President and Treasurer.*

### SURVIVAL OF THE FITTEST



This applies to any game, business or accomplishment that is on the square.

The recent depression of business and of things in general, which was only a repetition of others that have gone before, is now

a thing of the past so far as this company and its business are concerned.

With but few exceptions such as the mining and insecticide business, for the past six months operations in every department, auxiliary and subsidiary, have been in normal production, and still are. The paint and varnish departments are equal to the best we have ever done.

Our sales are parallel to the figures of the last normal year, 1918-19. (We omit comparison with 1919-20 and 1920-21, they being abnormal and subnormal, respectively.)

The above conditions reflect the strength of the organization in its men and its reputation for energy, quality and square trading.

It has been men, or, in other words, the human element, that has made this institution what it is—the largest industry of its kind in the world, and respected for its honorable dealing. We feel and have every right to believe that with the rank and file of the men in the sales department, factories and offices practically the same as prior to this period of depression,

and all tried and true and game to the core, and with the addition of such new blood as joined with us, we will not only hold the splendid record the company has made during the last six months, but will come through the balance of the year and show, on September 1st, a record that will surpass anything we have accomplished in the past.

To each individual we say, we are exceedingly strong financially; we have factories that are modern and up to the minute, making goods of quality, quickly and economically, and geographically located to give the best of service; we have offices and warehouses located for the quickest possible dispatch, which means service—a sales proposition without an equal—and, in fact, we have everything material, and, best of all, we have the men, so "let's go," and every one of us do his part and we will beat the world at our game.

*Vice President and General Manager.*

### PRESIDENT SAILS APRIL 5TH

President Cottingham's letter of Feb. 22 says: "I have taken a reservation on the S.S. Homeric, sailing April 5th, and hope to be able to sail that date."

The Homeric is the largest twin-screw steamer afloat and is one of the new ships of the White Star Line. It is a 34,000-ton vessel.

This should bring Mr. Cottingham back with us about April 12th and he will receive a most cordial welcome from the entire Cleveland organization. While abroad, he keeps in the closest touch with the business through reports and letters and no detail escapes his attention.

# Home Office Prepared to Serve

## D. C. & C. SHOWS REAL PROGRESS



Six years of the greatest industrial development the world has ever known to many manufacturers reflected an opportunity to realize on their investment for the time being only. The wisdom of our own company to profit by this condition by improving our processes, stabilizing our products, and adding to our facilities has placed us in the most favorable position to win on our merits and has made possible the activity in these lines at present, which is resulting in increased sales.

Since January 1st there has been such a marked improvement and the buying element is so definitely evidenced that our manufacturing units for making technical products have been working to capacity. It was necessary after the first of the year to increase our schedule of production to take care of the requirements of the Dry Color consumer, one company placing orders for three tons of color for prompt shipment. This, together with the regular monthly schedule of shipments in a range of colors, indicates that our distribution is over considerable territory.

Our chemical lines have been unusually good for a period of months, and as a result units for manufacturing intermediates have been operating to capacity since last September. We have requisitions from three large consumers for seven tons per month, another fifteen tons and still another twenty tons, and numerous orders from two to five tons. It is necessary for us to run in two units ninety tons per month.

We are shipping from our pulp plant from four to six carloads, this being our newest development, and shows very satisfactory results from our introductory work done in the coated paper trade.

No greater compliment could be paid to the quality of our Acetic Acid than the placing of business with us by consumers in lots of from one to two barrels per month to three carloads, making it necessary to take care of orders amounting to more than three hundred and fifty tons per month.

The automotive industry has come back so strong that several plants are working nights, that resulted in placing requisitions with us that spells "Speed Up" on undercoatings and color, as the trade realize that no surface is perfect unless built up with S-W products. Carloads of insulating materials are rolling to our customers now. New interest in radio, as well as the starting devices for motor cars and the building of other elec-

trical equipment in general, results in the activity in this line.

It is not unusual now to have our outside offices wire us to rush a carload of varnish to a customer, and if we cannot get away promptly the entire amount, ship as many drums as possible. We are not unhappy, neither are we satisfied. Why? Because if we can get this volume from one part of the trade, we could increase the sales materially if every fellow secured his share of this desirable industrial business, so it is up to each one of us to stand up and analyze his possibilities. It is there if you will go after it, and we are here to help you in every possible way. We would very much prefer to have the slogan read, "Doing It Now," instead of "Do It Now." There is a lot of satisfaction in knowing that none of this good business gets away from you.

J. O. HASSON.

## AUXILIARIES GOING STRONG



The Old Dutch Process White Lead Plant is running at its utmost capacity and also the new Quick Process Plant is turning out its full rated capacity. This gives us an output 50 per cent greater than ever before, but even with this increased output we are finding it difficult to keep up with our orders, and there is no let-up in sight.

The new Red Lead and Litharge Plant has met with wonderful success. It is now being operated at its maximum capacity, and orders on hand indicate we will continue to do so for some time to come.

Zilo, the new paint product, which is a combination of zinc and lead ground in oil, is meeting with success.

At the smelter we have been for some time operating two of the three units to capacity and with these two units which have been rebuilt along our latest metallurgical developments, we are obtaining an output 30 per cent greater. Yet the indications are that the third unit will have to be put into operation very shortly.

The old lithopone unit has operated steadily and we are figuring before long to put the new unit into operation. Dr. Holton has been spending most of his time during the past months at the Lithopone Plant working with Mr. Stevens, and we now have a much superior product.

The new can plant is being pushed with business. This is probably the most modern can plant in existence today. The character of our cans since we put up this new plant is very much improved.

H. J. HAIN.  
Mgr. Auxiliaries.

## SIGNS OF SPRING

With every indication of an early Spring, plus the dire need on the part of nearly every property owner in the country for paint or varnish for some surface, inside or outside, plus the biggest sales campaign we have pulled in many a year, the approaching painting season promises to be most productive.

We are particularly pleased with the large percentage of stock orders booked and shipped to date, the record being considerably ahead of any year during the past four; in fact we have taken over 100 more stock orders up to this time than we had booked over the same period in the banner year of 1920.

Our House Job Campaign is already under way; the "Demonstrations" or "Paint Days" are scheduled for the entire Spring season, starting April 1st.

Every employee of the company can help the community (and incidentally the company) by boosting the painting idea this Spring. Suppose you take the initiative in your neighborhood by painting the house, if it needs it, or the front porch, or the fence, in fact any surface that requires paint, varnish, stain or enamel.

And, girls, you can make one of your last year's hats do duty again this year by camouflaging it with Hat Brite!

L. F. COLLISTER,  
Mgr. Gen. Trade Sales.

## Haynes' Farms Palmyra, Tenn.



"As I were"

A delightful spot to spend the week-end

Cozy nooks for business chats

Special telephone line for dictation to the office

If you can't find me, ask Miss Julia, she knows

COLONEL BILL