

The Chameleon

CONVENTION NUMBER



NOVEMBER 1995

The Chamber

Published on the Fifteenth day of
The Department of Publicity, a
Cleveland, for the interest of
THE SHERWIN-WILLIAMS Co.'s lo

Vol. VIII.

NOVEMBER, 1911

The 25th Annual



To the Representatives

I WANT to use the columns of THE CHAMBER who were at the Convention though I have been unable, through temporary illness, to attend the closing session of our meeting which was assigned to me at the banquet. It was a moment of my life. There was so much to be remembered from the meetings and the results achieved. I shall cease to remember the disappointment.

However, I am thankful to have stored my strength, and I am now renewed and keen to follow up the many suggestions. And let me say here, briefly, that I am, to greater length in person, that I am proud of the convention and immensely proud of the expression made by the representatives.

I have never seen a Convention where there was so much amount of good feeling and good fellowship, and satisfaction. I cannot tell you how encouraged I was. It was the one thing more than anything else.

I shall always remember, too, with feeling the many complimentary expressions regarding our staff that I received from our friends. If you were well impressed with

assure you Montreal was still more impressed by you, and I am happy in the remembrance of it.

The 1905 Convention is now past history; the knowledge acquired and the new energy and enthusiasm generated by it will assuredly see us through the greatest year in our record, and I hope every man will come up to the meeting next year with his estimate reached, and whether reached or not, as long as he does his best, the same warm welcome will await you. Be assured of my high regard and best wishes for your happiness and success.

John H. Williams

New York, Monday Morning, Nov. 6, 1905.

Vice President and Gen'l Mgr.

A Great Event in Our History.

WE have a new pride in recording in this number of THE CHAMELEON one of the greatest events in the history of The Sherwin-Williams Co.—the Twenty-fifth Annual Convention at Montreal.

In keeping with the steady progress we are making, this convention was naturally larger and better than those of the past, for there is no backward step for us. But the more notable gathering of our management and sales forces this year had far greater significance than the annual review of trade conditions and plans for the future. It commemorated the union of those keen minds and sound institutions which have pushed us to so high a success and marked our position as a great world power in the paint and varnish business.

The principles of honesty and high quality so carefully planted by the founders and fostered by the management have made us grow and so expand our field of action that our business has become world wide and we were privileged to stand together in convention this year for the first time as representing every important paint and varnish field of the globe.

Not only did we celebrate our 25th annual meeting of managers and salesmen and the 39th year of our career in business, but also the 10th anniversary of the consolidation of The Walter H. Cottingham Co. with The Sherwin-Williams Co. The "old guard" who fought the battles of that Company in Canada and became the stalwarts in The Sherwin-Williams Co. 10 years ago were the ones who extended the warmest welcome and felt perhaps more strongly than others the significance of the occasion.

Montreal was a happy and appropriate place for such a meeting. It was the first time the Annual Convention was ever held in Canada and only the fourth time it has been held away from the home offices in Cleveland. Our loyal Canadian co-workers had a right this time to bid us view the structure they have built in the Dominion and return our hospitality with interest.

The city is an ideal one for a Sherwin-Williams convention. Our big factory and offices, the good hotel accommodations, the arrangements to care

for our every want, the many points of interest about the city and the pleasant trip there and return, left nothing to be desired.

"*Demonstration*,"—*Seeing is Believing*—was the keynote of the convention. With great care the manufacturing, general sales and executive departments had labored for several months so they could present the hard problems, the difficulties and troubles the force in the field had encountered and show in open session that our goods will substantiate all the claims we make for them. In supplying practically every source of trade and meeting every condition, problems are bound to come up. The salesmen were unanimous in expressing their satisfaction in the results of these sessions and



The Stage of the Convention Hall Montreal Factory.

left the convention this year with greater conviction and greater loyalty than ever before.

Representatives from the Pacific Coast States assembled in their division offices as early as October 21st and came on to Chicago, where all the staff from the West, South, and Southwest gathered to take a special train provided for our exclusive use through to the convention city. This train was one of the finest ever run over the Lake Shore Railroad. It left Chicago Saturday, Oct. 28th, with baggage car, dining car, buffet car, and four Pullman sleepers. Arriving in Cleveland Saturday night, two additional sleepers were added for Central Division salesmen. Two special sleepers also left New York City with our Eastern and Southern representatives. These were added to the special

train at Utica, N. Y., where a solid train of eight sleepers, dining car, and baggage car went through to Montreal over the New York Central & Hudson River Railway, arriving about 5 o'clock Sunday afternoon.

The department and division managers had preceded the representatives to the city for fall managers' meeting and were at the Canadian Pacific Station to welcome the special train. The entire party of about 175 were taken to the Windsor Hotel, which was the headquarters of the visitors for the entire week. Some additional mention of this splendid hostelry and our kind treatment is made in succeeding pages.



View of the Convention Hall.

Reception in the Convention Hall.

MONDAY MORNING.

FOUR special street cars awaited the representatives at the Windsor Hotel on Monday morning and each succeeding morning of the convention to take them to the factory—at 639 Centre street, a distance of more than two miles. It was a jolly crowd that boarded these cars this morning, with much hand shaking and hearty greeting of men from four corners of the continent. On arrival at the plant the managers, salesmen and Canadian employees devoted a half hour to meeting one another, renewing old friendships and welcoming the new

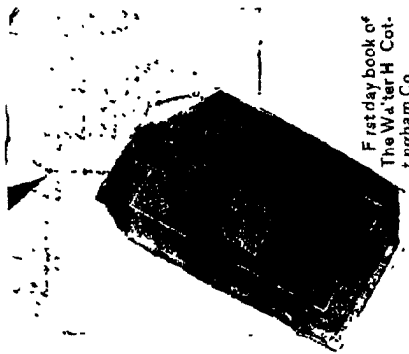
men. Mingling with the throng was Mr. Garson, the manager of our London factory, and Mr. Donnison, our successful foreign representative. A happier and more representative body of men from any single industry never met under one roof.

Arrangements were so carefully made and carried out that there was none of the confusion or delays usually attending the opening session. The convention started promptly with practically every representative in his place and ready for work.

Mr. Cotingham's Address.

THE convention was called to order by Mr. Cotingham at 9-30 o'clock. After roll call, the general manager said in part:

"There are certain events in a man's life that stand out as mile stones and mark the progress of his career. Such an occasion is this gathering of our representatives in my



First day book of The Walter H. Cotingham Co.

tion. For twenty-five years we have come together annually in such gatherings as these, to review the past, to study present conditions, always with a greater record behind us and higher expectations for the future. The year just ended is certainly no exception in this respect, for we have just finished by far the greatest year in our history, as is plainly shown by the sales exhibit in my left. I heartily thank you all for the splendid work you have done in producing these results.

"The next event which we commemorate is one which is very dear to my heart, and that is the tenth anniversary of our manufacturing the Sherwin-Williams products in Canada."

(Mr. Cotingham here outlined the history of the Canadian business from its foundation in a very small way in 1887 with a staff of one boy and himself up to the time the Canadian Company began manufacturing The Sherwin-Williams products in Canada. He mentioned particularly those who were connected with him in the early stages of the business and who today occupy important positions in the Company.)

The little book shown on this page is the first day book of The Walter H. Cotingham Co. The first sale amounts to \$4.75. All accounts were blue penciled when paid to avoid the necessity of a ledger. Mr. Cotingham said it was similar to the well-known "first book" of John D. Rockefeller,



W H Cotingham

old home city of Montreal to me this morning, and I hope I may be pardoned some feelings of pride as I look back at the small beginnings of the Canadian business, which I had the good fortune to lay the foundation of, and compare our present magnificent position in this great Dominion with what it was at that time. It would have been as true to have said of our business in Canada at that time that we were the small paint and varnish concern in the world as it is true to say of our entire business today that we are the largest paint and varnish concern in the world.

"I think, my friends, it is true, no matter how great a man's success may become, he always looks back with the fondest recollections and warmest feelings to that place where he began his career and met and overcame his early difficulties, and in such spirit do I regard Montreal this morning. We commemorate two important events in our history this morning. The first is the celebration of our 25th Annual Conven-

but this was the only instance in which there was any comparison. The first letter to The Sherwin-Williams Co. (written seven years later) suggesting the manufacture of S-W products in Canada, is also in Mr. Cottingham's possession and was read with great interest.

The oldest employee in the Canadian business is Mr. Joe Hawkins, who began as office boy and is now Superintendent of Winnipeg Depot. The next is Mr. Fred Scott, who also started as office boy and is now Assistant Superintendent of the Montreal factory. The next is Mr. F. C. Donison, who is the oldest traveler in the Canadian business and now represents the Export Dept. of Newark in foreign fields. Then came "Bob" Johnson, and the present Manager of the Canadian business, Mr. Ballantyne. In summing up the history of the Canadian business, Mr. Cottingham continued as follows: "If you were to ask me to what I

attribute the success of the Canadian business, I would not hesitate to say, first, to the men who have worked so hard and faithfully for the business; second, to the principles and methods they employed, and next, to the good goods which they handled. That is the combination—good men, good methods and good goods—that will win anywhere, whether it is selling paint in Canada, tea in China or diamonds in Africa. It makes very little difference what you are selling, where you are selling it and when you are selling it. The important factor is always the men and their personality; not in time, place or circumstance, but in the man lies success."

Mr. Cottingham then extended a hearty welcome to Mr. Garson, Manager of our London business; also to Mr. Donison, one of the foreign representatives who was present, and he likewise addressed some words of special welcome to the new men.



Main Building of the Montreal Factory

Inspection of Montreal Plant.

AT 11 o'clock the members of the Convention were divided into squads of 12 or 15 and each was placed in charge of some manager or employee of the Montreal factory. The entire plant was inspected, commencing with the magnificent view from the roof and visiting each department. We cannot speak too highly of the scrupulous neatness and splendid ap-

pearance of everything we saw. Surroundings are none too favorable and it speaks very highly for Superintendent Barker's efficient supervision.

To some question about special preparation for our trip, Mr. Barker arose in convention and said the plant was always as we saw it and no special inspection or preparations had been made.

The President's Address.

MR. SHERWIN'S appearance in the convention hall was the occasion of a great outburst of applause and when he arose to greet the representatives a manifestation of enthusiasm and loyalty such as few men are privileged to receive was given him.

Mr. Sherwin said: "The 24th Annual Convention, the tenth anniversary in Canada, and the 34th anniversary of the organization of The Sherwin-Williams Co. We meet here under unusual circumstances. It is a rare occasion in two or three ways. In the first place, we

are returning several visits of our Canadian brethren who have been over to the States several times. We have enjoyed their presence in our conventions in the past, and it is only fair that we return these visits. We are delighted to do so, and to meet them here on their own ground and to make a better and closer acquaintance with them. I can assure you that this acquaintance will do us all good, and we are glad to celebrate it here today.

"Another reason why it is a rare occasion is that we meet here so many of us who have never before seen our Montreal plant, and you will be impressed, as I am, with the very few number of years, comparatively, that we have been in business here, to see what an organization we have in Canada alone. Why, it is wonderful. I think that we probably are more prominent in the paint business in Canada than any other concern, and I believe we compare very favorably with any line of business in Canada. I believe Canadian people are proud of our plant here. We had a hard proposition in our business at the start, as has been related to you this morning, but it has been a success.



H. A. Sherwin

this convention will be, as I believe it may be, one of the most profitable that we have ever had. I think if I had the time and had given it thought enough, that I would like to go over some of the changes that have taken place in selling goods on the road since I have been in business, as far back as 39 years nearly. Those who have been longest in the Sales Department can realize the very great change that has taken place in representatives selling goods on the road. There has been a change in the character of the men, and also the methods. When I first began business, we did not think very much about the kind of men we employed, as to their character and their

"Another reason why it is a rare occasion is that we meet a large number of new representatives every year—we are always extending, and it is no exception to the rule this year. I met half a dozen entirely new representatives from the Southwestern Division this morning, and I expect to meet others from other divisions. So we grow, and it is a great pleasure to me to meet those who have been with us for so many years, as well as those who are just beginning, and it is also a great pleasure to meet here our Mr. Garson and Mr. Donison and those who are holding up our banner and spreading our goods all over the world.

"Conventions are common, and particularly so in America. We have them going on all the time in every kind of business, labor organizations, etc.; but I believe there are very few who come together as we do, once a year, for the same kind of results that we attain. We do not come together with different ideas of policy to discuss and questions to settle, but we come together as a body, always co-operating for one particular object—the advancement of our business.

"I welcome you all here, and hope that this convention will be, as I believe it may be, one of the most profitable that we have ever had. I think if I had the time and had given it thought enough, that I would like to go over some of the changes that have taken place in selling goods on the road since I have been in business, as far back as 39 years nearly. Those who have been longest in the Sales Department can realize the very great change that has taken place in representatives selling goods on the road. There has been a change in the character of the men, and also the methods. When I first began business, we did not think very much about the kind of men we employed, as to their character and their

knowledge of the goods they sold. If we could tell a man of pretty good address who are men, and men who learn the business and learn the goods and know what they are talking about, and that is why we are here today—to get more information about our goods and the methods, that we may apply them more assuredly and more thoroughly; and that we may go away from this convention with a feeling of strength and assurance that will be irresistible in the years to come.

"I am very glad to say these few words, and welcome you all here."

Our Canadian Welcome.

MR. C. C. BALLANTYNE, Manager of the Canadian District, gave the representatives and managers a welcome they will never forget. He threw open the doors of the city and of our plant with a sincerity that left no doubt of the genuine pleasure it gave him. Mr. Ballantyne said it was the proudest moment of his life to look into the faces of the Sherwin-Williams salesmen in a convention in Montreal. He referred to the pride the Canadian Division felt in their part of the success the Company had attained and he spoke of his long association with our general manager, expressing the keen enjoyment in assisting in carrying out his broad policies which had pushed us to the front in the industrial world.

Mr. Ballantyne was present at the annual convention of the Company at Cleveland in 1897 and said he hoped we would find in the Montreal convention some little reciprocation for the hospitality Canadian salesmen and profitable convention. Mr. Ballant-



Mr. C. C. Ballantyne,
Manager Canadian District.

Now we have men who are selected as men of character, men of good habits, men who are men, and men who learn the business and learn the goods and know what they are talking about, and that is why we are here today—to get more information about our goods and the methods, that we may apply them more assuredly and more thoroughly; and that we may go away from this convention with a feeling of strength and assurance that will be irresistible in the years to come.

"I am very glad to say these few words, and welcome you all here."

managers had enjoyed since that time. He referred to his early engagement with The Walter H. Cottingham Co. and to some of the early difficulties they had experienced in Canada—of the aggressive competition of cheap goods, where quality was a secondary consideration. He said we were pioneers in the manufacture of strictly high grade paints and varnishes in the Dominion and that other makers at the start were none too scrupulous in their dealings with our first retailers.

Mr. Ballantyne contributed our unerring advance and the achievements of The Sherwin-Williams Co. to a strict adherence to the manufacture of best goods only, to a business integrity which is invincible, to our splendid advertising, and our able sales force.

On behalf of the employees of the Canadian Division he bespoke a warm loyalty and that every one of them hoped we would have a pleasant and profitable convention. Mr. Ballant-

type spoke with great feeling of the old employees who were associated with The Walter H. Cottingham Co. and who were still laboring for The Sherwin-Williams Co. He called upon Mr. Robert Johnson to present the General Manager on behalf of the employees who were first associated with him as a token of their esteem.

Mr. Johnson addressed these words to Mr. Cottingham as they are inscribed in the illustrated address shown here:

We, your old Canadian employees, feel that this is a fitting occasion on which to express the high regard in which we have always held you as a friend, counselor, and employer, and to let you know the pride we have experienced in your successful career and the wonderful growth of the Company under your management.

Your magnificent courage, your keen judgment, and your unflinching courtesy have won for you and your Company a prominent place in the business world. We who have been with you from the beginning know how well you merit success, and we are proud of our association with you and of any assistance we have given you, however small it may be counted.

As a result of your energy and progress we are now a part of the greatest paint and varnish organization in the world, still growing toward the mark your ambition has set. You are, as you always have been



Cover of the address

pression of loyalty and friendship. It may serve to commemorate this tenth anniversary of the merging of The Walter H. Cottingham Company with The Sherwin-Williams Company; to recall the earlier days and to remind you that you always have the best and most heartfelt wishes for your continued good health, happiness and prosperity from your old Canadian employees.

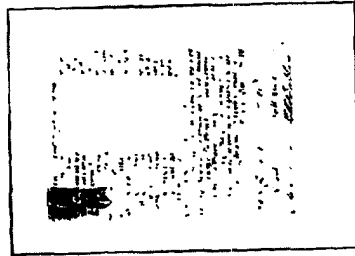
Montreal, October 30, 1905

FRED C. DONALDSON ROBT. JOHNSON
F. A. SCOTT

WILLIAM A. PATON C. C. BALLANTYNE
This address is a handsomely bound book, the leaves of sheepskin and the cover of calfskin, with a silver monogram. It contains besides the address above, the photographs of the six employees grouped around the portrait of the General Manager.

This mark of esteem on the part of the old Canadian employees touched deeply not only the heart of Mr. Cottingham, but of every man present.

He could say little in response except that he would rather possess the good will of The Sherwin-Williams staff, whether Canadian, American or European, than any other honor he knew of.



The address with signatures.

Top-Notcher Prizes Awarded.

WHEN the Top-Notcher prizes were awarded, Mr. Cottingham expressed in a few words the pleasure this feature of every convention gave him. It was our aim to be absolutely fair and he only regretted that the men who came near winning could not have a similar reward. The following are leaders for the past year:

President

Top-Notcher Manager,
Mr. F. F. Myers,
Mer. Southwestern Div.

Vice President

Top Notcher Salesman,
Mr. W. H. Porter,
Eastern Division

2nd Vice President

Top-Notcher Supt.,
Mr. H. J. Ham,
Supt. Chicago Eastern

Secretary

Top-Notcher Promoting
Dept. Manager,
Mr. J. H. Payne,
Southwestern Division

Treasurer

Top-Notcher Cashier,
Mr. H. C. Nelson,
Cashier Southwestern Div.

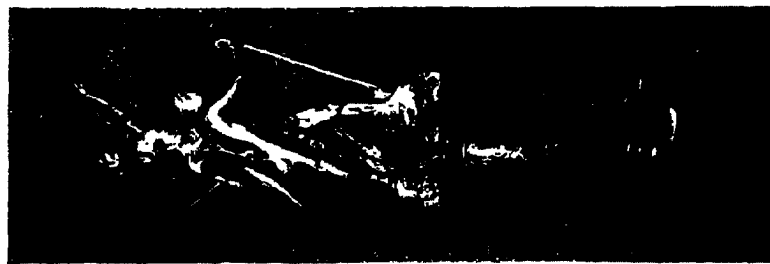
Top-Notcher

Railway Representative,
Mr. E. M. Richardson
Manager Marine Sales

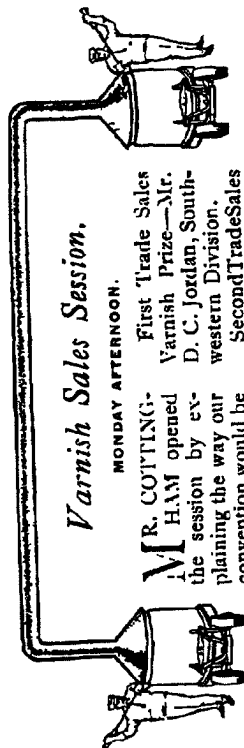
Top-Notcher

C. & M. Representative,
Mr. N. E. Hilk.

Each man was applauded as he stepped to the rostrum to receive his award and much pride was exhibited on the part of the divisions in cheers for their leaders. The General Manager brought down a great cheer when he announced that next year, in addition to the regular top-notch prizes, every man who made his estimate would receive \$100. This will be in addition to any other prizes that might be secured.



Trophy won for the second time by the Southwestern Division



Varnish Sales Session.

MONDAY AFTERNOON.

MR. COTTINGHAM opened the session by explaining the way our convention would be conducted and the plan of carrying out the idea in the convention keynote

First Trade Sales Varnish Prize—Mr. D. C. Jordan, Southwestern Division.
Second Trade Sales Prize—Mr. G. G. Mowat, Central Pacific Division.

Third Trade Sales Prize—Mr. A. J. Horton, New England Division.
Mr. J. C. Beardslee, General Supt., spoke as follows on "The Fundamental Principles of Varnish Making":

COMPARATIVE SALES

1896
1897
1898
1899
1900
1901
1902
1903
1904
1905

Illustrating our increase in sales from 1896 to 1905

of North Carolina, are purely academic, but will yet suffice for the purpose of this discussion, to discuss them all as gum briefly.

Then varnish is composed of about four ingredients—we might say five—the oil, gum, the solvent, a little dryer, and a good

convention keynote "Seeing is Believing." It was our purpose to carry this idea through out every session and to discuss questions which had come up during the year.

Mr. Schafer, Manager of the General Sales Department, was accorded a great round of applause as he took charge of the session at this point. Mr. Schafer stated the greater need of discussion and explanation of our varnishes than our paints, and for this reason the early part of the convention would be devoted to our varnish line.

He announced the varnish prize winners as follows:

C. & M. Varnish Prize—Mr. W. H. Wise.

THE CHAMELEON.

THE CHAMELEON.

deal of skill. The method of varnish manufacture is, as you are undoubtedly aware,—the melting of the gum, the adding to and incorporating with it, of the oil, and the adding of the drier. The resultant mass is then thinned with the solvent to the proper consistency for use, and when it has been suitably aged, it is varnish.

To understand the fundamental points of varnish making, it requires in the first place more or less distinct knowledge of the conditions under which varnish is to be used. The greatest difficulty which confronts a house new in the varnish business is the difficulty of knowing the exact requirements of the various trades and occupations who use the material.

Briefly speaking, the oil is the fundamental base of varnish. You cannot make varnish without oil. The oil gives the varnish its consistency, it gives it its working qualities, it gives it its spreading qualities, its flowing qualities and its drying qualities, and after it is dry it gives to the varnish that retaining film which keeps out the weather or serves to beautify. The use of the gum is comparatively unimportant: it simply serves to increase the hardness of the film and to sharpen the gloss. It is on account of the gum contained that a varnish has a higher gloss than that given by an oil paint, or by linseed oil itself.

Another addition you get with it is the increased hardness of drying, which you know distinguishes the varnish surface and an oil surface. If this is true, then very important changes in the character of varnish can be made by simply varying the quantity of oil that is to be used, and roughly speaking, varnishes are divided on this basis, into the goods which contain a large percentage of oil, and those which contain a lesser percentage of oil. The goods containing the larger percentage of oil are the general line of finishing goods for outside exposure and durability, and those drying comparatively slowly. The reason for this is two-fold, in the first place the high percentage of oil, and in the second place that the oil cannot be treated with so large a quantity of the drier. The varnishes which contain a high percentage of gum are varnishes which are suitable for hard undercoats where the surface afterwards is rubbed, and for furniture work. Interior varnishes and varnishes in general come inside of all these descriptions.

Of course there are many variations in each class, but we ought to keep clearly

within these two lines, I think. I have mentioned these points because very often you will have put up to you by the enterprising buyer a proposition in varnish selling that is not tenable; he may ask you for a degree of elasticity and durability that can only come with the use of large percentages of oil, and at the same time ask you for a quickness in drying and hardness of coating which can only come by the use of a large percentage of gum, and you are mathematics enough to know that you cannot use a very large percentage of oil and gum in the same varnish.

The question of the influence of driers is so largely a question of the way in which the driers are used and so largely a technical question that it seems hardly necessary to say anything about it.

We then come to a point, which I am mentioning last, although it would seem to be of the greatest importance, and that is the question of skill, knowledge and experience in the outline of these materials. The formula by itself in the varnish business is without special value; it is only when these materials are put together and treated in the proper way, are given the proper care, the proper aging, the proper clarifying, that it becomes valuable, and first and foremost in the manufacture of varnish there comes that skill, and second place comes the oil.

I cannot too strongly emphasize what Mr. Schafer has said to you as to our advantage in our position in the oil business, as the most excellent argument in the sale of goods. The foundation, the basis and the life of varnish being the oil, it would seem to follow as a matter of course, that the concern who was able to furnish this with a carefully selected, purified, carefully prepared and well settled old linseed oil for the purpose of making varnish would have at the outset a handicap and headstart that it would be almost impossible to overcome.

We have given a very large share of attention to this detail, as we believe it to be perhaps the most important point, not in making good varnish necessarily, because good varnish can be made and still some of these small details be overlooked, but in making a varnish that will be always good, that will be always uniform.

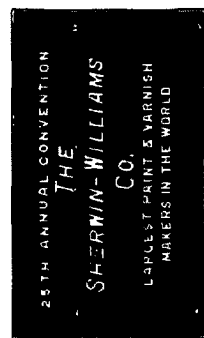
Watchfulness in reference to the small items like this is of importance, in fact success in the varnish business, more especially than in the paint business, lies in the careful attention to the small details, and we are constantly studying to line up these small

details, to improve our method of handling, to improve our method of watching them, and to so operate as to insure products that will be *always* good and satisfactory.

Mr. Schafer continuing took up the "Explanation and Demonstration of the Dealer's Line of Varnishes." He went through the various goods in the list and showed the necessity for harder work in the varnish field. A number of tests were exhibited, including Excello, Hard Oil, Drier, and Furniture Polish. Some of these were exposure tests and demonstrated the superiority of the goods over similar makes in competition with them. In every instance the claims made for our varnishes were substantiated. The

results were very convincing. Mr. Schafer paid particular attention to driers, describing the vital qualities of good drier, the merits of our line and the output we ought to get for them.

The large electric sign over the entrance of the Windsor Hotel



Special Train which carried the Representatives to Montreal and return

"Those who have finished by making all others think with them, are those who began by daring to think for themselves."

—CONVENTION MOTTO.



TUESDAY MORNING

Session.

AND AFTERNOON.

MR. SCHAFER presided at this session and opened with a brief talk on our Insulating Varnishes. He explained the work we have done in this field in the past year and the efforts we have been making to offer the best goods on the market. He introduced Mr. Jacobs, our electrical expert, who has been working out our Insulating Varnish proposition. Mr. Jacobs is a graduate of Worcester Polytechnic Institute and has had charge of the testing of insulating varnishes of a large electric corporation. He said the subject of insulating varnish was a very broad one and that he would discuss it under four topics.



First: The consideration of electrical apparatus.

To make clear the points which he wished to bring out a motor, transformer and other parts of various electrical apparatus were exhibited. Electrical apparatus is made of three distinct classes of materials—the iron or magnetic part, the copper which goes into the coils and carries the electric current and the insulating materials in which we are especially interested. The iron part is represented by the frame in a motor and the magnetic circuit. The copper

paratus and how applied. The object of the varnishes and compounds is to combine with and strengthen the cotton and other materials which are used in insulating the work. The varnish may be applied, first, by dipping the coils, which are usually wound with cotton covered wire or taped copper strip and are thoroughly baked in a well ventilated oven and then immersed while still hot in the insulating varnish. Wire is covered with one or two layers of cotton which will absorb moisture, hence the necessity for baking and dipping. It is always best to dip twice to penetrate the cotton, filling up all space and giving a smooth surface.

In the case of armatures the second dipping is done after the armature is completed and the coils are in place. In cases where the manufacturer cannot plunge the armature into the varnish, it can very easily and successfully be dipped in a shallow pan and turned slowly with good results. In the matter of thinning the varnish it was explained that benzine is always used and that in consistency it is not possible to send out a varnish perfectly adapted to all requirements.

The second method of putting on varnish is brushing it on with paint brushes. It is not the best because the varnish does not penetrate the coils far enough. It is slower and much more expensive than dipping, but is used where facilities for dipping are not at hand. Then, the method of using the vacuum oven was explained with the results secured through its use. Fourth, use of varnished cloths, paper and other materials was explained. These varnished papers are used in many ways, in armature slot insulation, transformer coil insulation, and wherever high insulating resistance is required.

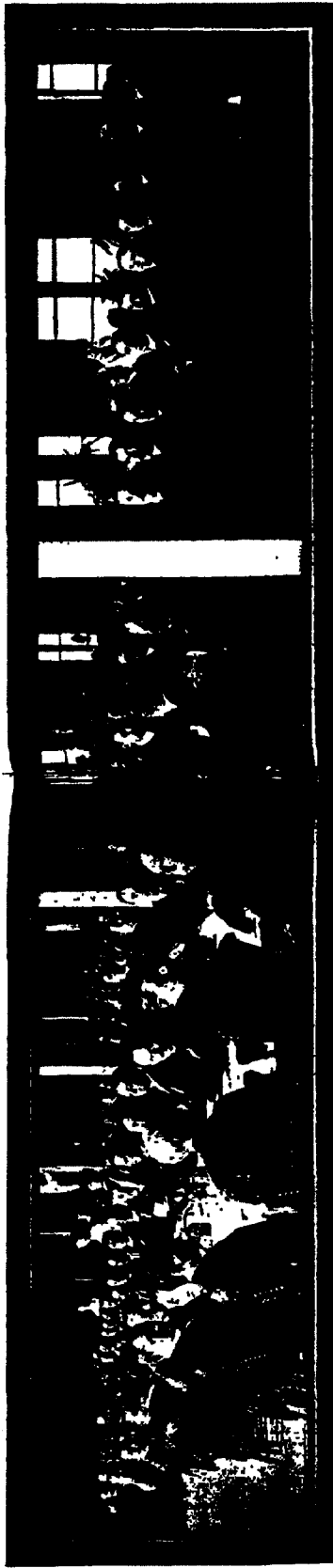
Third: The essential qualities of insulating varnish and how tested.

These qualities are first, good insulation—the ability to resist the passage of an electrical current. Permanent insulation is wanted rather than extremely high insulation. In designing all electrical apparatus a large factor of safety is allowed so that extremely high insulation is not required. This quality is tested by preparing samples of cotton, muslin, or paper. The cotton or paper is thoroughly baked and ironed with a hot iron to smooth the surface and drive off all moisture. It is then dipped either once or twice and very carefully baked after each dipping. Samples are then

placed between brass discs and connected with a testing transformer and the voltage gradually raised until the sample is punctured and the voltage at the time of puncture measured by the volt-meter. The thickness of the sample at the point of puncture is also measured by micrometer and is expressed in 1-1000's of an inch. Samples of all the prominent insulating varnishes on the market were shown and our Ajax varnishes were proven to be far superior to many and better than the best make tested. The aging or ability of varnish to withstand continued heat without becoming brittle or disintegrating was thoroughly explained. It was also nicely demonstrated that our varnishes give a smooth, hard surface which makes a good appearance and in the matter of penetrating qualities are as good as any offered for sale anywhere.

Fourth: A description of our insulating varnishes. The Ajax Clear and the Ajax Black, air drying and baking, are designed to meet all the practical requirements of the highest grade of insulating varnishes. They will make good every claim made for them. We have tested them from every standpoint and are now able to offer the trade goods free from many of the difficulties and objections of other makes. The line embraces varnishes for practically every kind of insulating work.

MR. COTTINGHAM: --You seem surprised and, I am myself, to see this practical proof of the superiority of our goods as compared with those of our competitors. That is the result of the work that Mr. Jacobs, and the Manufacturing Department and the Sales Department have been doing during the past year, and I think it is a triumph of their methods to see how successful they have worked out these



THE DINING ROOM OF THE MONTREAL FACTORY.

This room is a part of the top floor of the main building and seated the entire convention at one time. The representatives appreciated the substantial fare that was provided here each noon. The service was prompt, too, and lunch time was a pleasant social hour that everyone enjoyed.

difficult problems, because when we went into this business first we were not very successful, and we thought of dropping it. second to none. It is to be regretted that space forbids a complete report of the talk he gave. Mr. Mount-
tain said in part, referring first to our agricultural var-
nishes:

"Here is one thing you can settle in your minds right away—our agricultural line of varnishes stand severe exposure: we are not deceiving you, we are not deceiving ourselves. Here are tests exposed from six to nine months and you can examine them at your leisure. (A number of tests were exhibited).

Mr. J. W. Garson, Manager of our London Business.

"There is this about our line of varnishes that I want to say and will no doubt repeat it. We believe and I believe we have a right to believe that we have the strongest line of varnishes on the market today. We have tried them in every way and they have stood the test. We have



put them up against the specialties that other reputable firms are making all over the country, and without a single exception they have made good. Perhaps you don't know that we have experts in the testing room in Cleveland who are recommended for different purposes. The greatest trouble we or anyone else has in the var-
nish business is to get the right information regarding the situation we meet and to have the right goods recommended. That has been our great trouble and is our great trouble now. In my experience in the varnish business, almost without exception the troubles are not troubles at all but simply a misunderstanding of the needs, the result being that the wrong goods are recom-
mended; and you can just take a tip from this—how necessary it is to be very careful in the reports you send in to the head office or any other office about any situation you are reporting. On the



Mr. F. C. Donnison, Foreign Representative.

There is not a single statement given out by the office in Cleveland or anywhere else that won't stand under reasonable conditions, and because a representative has fallen down because of some peculiar circumstances in some particular place, he has

no right to think he has been fooled and the goods misrepresented to him. "We have made up our minds this year that we would try to demonstrate to you why different varnishes are recommended for different purposes. The greatest trouble we or anyone else has in the var-
nish business is to get the right information regarding the situation we meet and to have the right goods recommended. That has been our great trouble and is our great trouble now. In my experience in the varnish business, almost without exception the troubles are not troubles at all but simply a misunderstanding of the needs, the result being that the wrong goods are recom-
mended; and you can just take a tip from this—how necessary it is to be very careful in the reports you send in to the head office or any other office about any situation you are reporting. On the

other hand I believe that a great portion of our success has come because of the carefulness, the ever striving to find out everything we could before sending out a varnish, and then when we sent it, with all the knowledge we could get, we have had very little trouble."

In connection with a demonstration of our Golden Oak Stain, Mr. Mountain said: "I might as well explain right now that the old theory of filling has been entirely wrong. People who do good work get their color with the stain and not with the filler, and if the stain is right and has depth enough, the filler need not be darker than is necessary to keep it from showing gray in the pores of the wood. The first thing to do in making Golden Oak Finish or any other finish that is stained is to stain it first so that the bare wood gets the stain and gets the effect of the stain."

Referring to the knowledge necessary for success, Mr. Mountain said: "The man who will have the least trouble for himself and his house is the man who gets the most accurate knowledge about his goods and then sticks strictly to the truth. There is nothing that can hurt our varnish business like misrepresentation. You can depend on what you are told but don't tell your customer we can do miracles with varnish, because it is not in the varnish and you will simply get yourself and the house into trouble. If I could just make you understand the necessity, not of reading the price list once or twice a week or merely looking at it when you get within three or four doors of a furniture factory, but learn all about the goods that belong to your territory—get them into your head, find out all about them, and then when you are

selling them tell nothing but the truth about them you will make your estimate on the varnish business every time.

"I went to The Sherwin-Williams Co. with my eyes open. I so thoroughly believed in the Company that I was willing to take chances and when I went to the Grand Rapids Furniture Convention for the first time afterwards I never felt so bad in my life. There was not a firm there who had ever heard of Sherwin-Williams Varnish. There was nobody there who ever used any of it; but the next year the finest line of mahogany tables in Grand Rapids was finished with Sherwin-Williams Varnish—only one line—and you can be sure I showed everybody that line. This year we had a pretty good time. There were six of the best lines in the furniture exhibition finished with Sherwin-Williams goods right straight through—the best lines that were there exhibited. I tell you if you learn the line and get it into your head and get the same confidence in it that you have in Sherwin-Williams Paints, and then go out with the same enthusiasm that you have about Sherwin-Williams Paints, our varnish business will grow to be just as big as the paint business and the whole world will recognize The Sherwin-Williams Co. as leaders in the varnish business, just as today they recognize them as leaders in the paint business."

Mr. F. M. Williams, Manager of the Street Railway Dept., talked briefly of the railway line of varnishes, drawing particular attention to the necessity for seeing and convincing the "right man." Mr. Williams also described the great field for our line of insulating varnishes in railway and street railway work and the output to which we were entitled from this source.



MR. COTTINGHAM opened the Metal Paint Session by introducing Mr. Arthur Morris Collins, Secretary of the International Acheson Graphite Co., who addressed the Convention on "Acheson Graphite—how it is produced and why better than other graphites."

Mr. Collins launched at once into some little history of graphite, its derivation and the early experiments and uses of this material. He then made it very clear that no difference existed between Acheson Graphite and graphite found in nature, except in the matter of purity. Nature was extremely busy when she created graphite and naturally, hopelessly, mixed up with it a lot of other things she was making at the same time. The electric furnace is constructed with the sole idea of producing pure graphite, and in this detail of purity lies the greatest superiority of Acheson Graphite. Practically all the failures of natural graphite to make good in protecting metal surfaces is due to lack of purity.

In 1891 Mr. Acheson conducted a series of experiments in electric furnace work to obtain a crystalline form of carbon and was successful in obtaining carbide of silicon. He combined coke, sand and sawdust at a temperature of 6000° F. and every substance except sand or silicon and carbon or coke was vaporized. This crystal form is now known as carborundum. At a temperature above 6000° the silica is vaporized, leaving nothing but the pure carbon, in the form of graphite. In the Acheson Graphite furnaces the incredible heat of 7500° F. is attained and pure graphite is the result. The samples exhibited showed the successive stages or changes the carbon and silica undergo; by the side of practically the hardest substance known—carbor-

undum crystals—formed the softest and smoothest—graphite—where the heat was above the point where silica vaporizes.

Acheson coal was selected at the form of carbon to be transformed to graphite because it has in its formation sufficient properly distributed impurities or carbide forming elements to produce a carbide which in the transition leaves maximum amount of graphite. A small model of the electric furnace was exhibited, which was unlike any ordinary conception of a furnace. It looked like a long trough and was loaded with ground coal in the centre surrounded by black powder. This powder keeps the air from the coal and protects the sides of the furnace, which, while best fire brick, would be consumed by the enormous heat. At the two ends of the furnace are terminal connections for the cables carrying the electric current, and through the coal is passed a current of 2000 horse power electrical energy. The tremendous heat generated by this current, which produces an electric arc between each particle of coal, does not burn, since the air is excluded, but simply changes the form of the carbon to graphite.

For use as a paint pigment, Acheson Graphite is ground in mills to an impalpable powder and air floated in a vacuum separator which guarantees its absolute uniformity. In contrast to this is natural graphite, dug up as ore and found in small percentage in comparison with total mass. It is ground and floated in water, so the quartz and other earthly matter will sink. Between the quartz and floating graphite is a strata of graphite and organic matter which is largely used as paint pigment. The theories that foreign substances improved the pigment and that they act as drier because they bear no oxidizing effect on the oil, was exploded, and the value of a definite quantity of drier and absolutely inert pigment demonstrated.

It was made very plain that the harmful associates found with silica in natural graphite pigments, especially such as iron pyrites, start and assist oxidation, beginning with pin heads of rust. The structure of the particles of Acheson Graphite is much better adapted to good paint making, as was explained. The part the Acheson Graphite Co. plays in the manufacture of metal paint stops with the manufacture of the best pigment and they have no hesitation in leaving the rest of work in making the best metal paint to The Sherwin-Williams Co.

Mr. E. C. Sprague, Chief Chemist of The International Acheson Graphite Co., exhibited a number of very interesting tests which demonstrated the superiority of Acheson Graphite Paint. A number of leading makes of graphite and other metal protective paints were spread on tin treated with mercury and the film removed after the paint was dry. The texture and elasticity of each make was readily ascertained. A number of metal pans were painted with various paints, allowed to dry and then filled and refilled for various periods of time with ordinary tap water. Pure Acheson Graphite Paint was noticed to be the most durable under those severe tests. Mr. Sprague made a number of other interesting exhibits and statements for our goods, which were new and convincing.

Mr. Schafer took up the question "How to Handle the Two Leaders, Pure Acheson Graphite Paint and Metalastic." He said that there seemed to be some doubt about our position with regard to these two products and wished to make it very clear. We push Pure Acheson Graphite Paint because we believe it is the nearest approach to the perfect metal protective paint. This is based on the pure pigment, the high quality of the oil, and the scientific combination of both into an elastic, non-corrodible paint. Pure Acheson Graphite Paint naturally

dries as slowly as possible to retain its greatest durability—in fact but little faster than raw oil. Consequently where rapid handling is necessary and quick drying is demanded, Metalastic should be recommended. Also where the question of price is of greatest consequence and where a cheaper grade than Pure Acheson Graphite Paint is wanted, Metalastic should be pushed.

Mr. W. B. Wise, government representative, who has had experience to qualify him to speak with authority, gave a short talk on "How to approach the Structural Trade so as to get in on Specifications." He said it is not only necessary to convince the architect to have the goods specified, but absolutely essential to see the party in charge of the construction and see that he follows the specifications and is a believer in our goods. Not infrequently cheaper and inferior goods to those called for in the specifications are used since the architects responsibility practically ends with the adoption of his plans.

Mr. E. S. Blanchard gave a brief talk on "Metal Paint Salesmanship." Mr. Blanchard knows the line and spoke of the necessity of knowing the goods. This knowledge with a convincing argument to the right persons will get business.

Mr. Harry Dwight Smith, assistant to the vice-president and general manager, devoted a few minutes to "Metal Paint Advertising." Mr. Smith is the author of the "B-37" booklet on our metal paints and has made a very deep study of the problem of protecting iron and steel. He explained how very interested the largest and most prominent architects and engineers of the country were in metal protection. Mr. Smith displayed what we have already done in metal paint promoting and what we expect to do the coming year.

C. & M. Specialties Session.

WEDNESDAY AFTERNOON.

MR. W. J. SOHLINGER took up "The Explanation and Demonstration of Leading C. & M. Specialties" on Wednesday afternoon and completed it Friday morning. In his talk he went through the products in the list of Agricultural Implement Paints, Machine Paints, C. & M. Sundries, Quick Drying Colors, Gloss Colors and our Perfect Method System.

It is impossible to enumerate the many important facts that were brought out at this session. Among the many things to be remembered we have space to mention only the use of Mill White Liquid Paint rather than Cold Water Paint on mills and factories.

Mr. Hackett in discussion brought out the fact that cold water paint flakes off badly, often injuring machinery in operation. Our goods are free from this defect and entirely satisfactory in other respects and should be largely used. In this connection it was demonstrated that our Roof and Bridge Paint can be thinned to secure a very economical paint for large structures where price was the main consideration.

Mr. Sohlinger, in going through the list of Gas Engine Paints reminded the representatives that Gas Engine Primer and Filler should be thinned with turpentine only to effectually prevent blistering when used on surfaces subjected to heat.

Among the exhibits were panels of No. 40 and 140 French Carmine showing the application of these goods over the same ground, twelve hand-some panels showing automobile finishes, carriage wheel showing parts finished from primer to finishing coats with Perfect Method system, gas engine casting showing the coats of our

Gas Engine Finishes from primer to finishing varnish, exposure tests of our Agricultural Varnishes on spokes and Black Japan Finishes on a number of metal pieces of different character.

The representatives went away from this session with a greater fund of information and are better equipped than ever to get C. & M. business.

Mr. Schafer devoted the latter part of the afternoon to our Handcraft Stains. A large number of stains of other manufacturers had been carefully tested with our own and panels of each exposed to determine their durability, beauty of tone after being subjected to light.

These tests demonstrated the superiority of the Handcraft line over all others and gave an opportunity for careful comparison, shade for shade, with those of our competitors. Handcraft Stains are the product of long laboratory work and an intimate knowledge of the most artistic finishing of interior woodwork and fine furniture and it was with much pride that these goods were presented. They are richer in tone and have an individuality not found in other goods.

Mr. Schafer was able to say that they were free from defects common to stains of this character; they are not fugitive when exposed to light; they hold thoroughly in suspension, do not streak or show laps, dry right without a tendency to "smut" and do not have to be wiped to obtain the desired effect. They are perfectly clear and do not obscure in the least the grain of the finest woods. Mr. Schafer also explained their economy over spirits and water stain. They do not raise the grain of the wood in the least, which means a saving in the labor necessary for obtaining a per-

fectly smooth surface. Several of the Handcraft Stains are our own creations and all will prove very popular. Mr. Schell and a few other salesmen who have had an opportunity to show them to critical makers of fine furniture attested to the favor with which they have already been received.

Mr. Schafer gave a rousing talk on "The Possibilities of Large Structure Business." The sources from which this is derived was taken up and the speaker put special stress on the opportunities on every territory for a great deal of this business. A few of



Convention motto

the representatives have been successful because they have watched the erection, repair or renovation of large structures on their territories and have gone after the right persons to have our goods used. It was explained that where we could not sell direct, this business could be turned to our agents. It is especially necessary to have our goods specified by the brand. This includes S. I. C., S. W. P., Enameloid, Mar-not, Excello, Kopal, Hard Drying Seat and Schoolboard Slating in schools in every town and small city.

In the larger cities in addition to the above list Crack & Seam Filler, Floor Wax, Enamels, Radiator Enamel, Screen Enamel, Porch & Lawn Furniture Enamel, Furniture Var-

nishes and Furniture Polish should be used in hotels, office buildings, colleges and large public institutions. In county seats are infirmaries, buildings, court houses, asylums, etc., where our goods should be used.

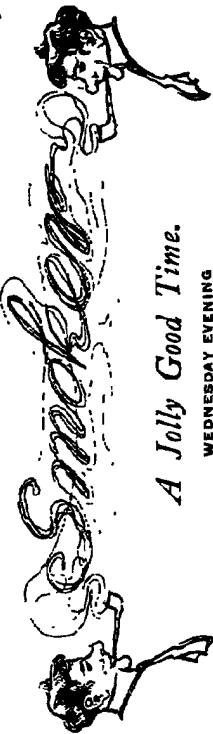
Then there are big department stores in which are used interior paints and varnishes and colors for delivery wagons. Amusement parks and resort hotels, offer a fertile field and factories and mills are often large buyers and should be looked after carefully.

Mr. L. J. Fasquelle, manager of the Central District, discussed "Specialties that Interest the Architect." In the list of products that should be specified are Kopal, Excello, Mar-not, Durable Wood Finish, Interior and Handcraft Stains. Mr. Fasquelle said that success with architects depends on a knowledge of the goods and the personality of the salesmen. We are now in better position to go after and get in on specifications than ever before and should not overlook opportunities for large business on every territory.

The Windsor Hotel.

The Windsor Hotel, our headquarters during convention week, is widely known for its splendid service and excellent cuisine.

Few hotels can offer better accommodations or extend such hospitality as was accorded our representatives. Resolutions were presented and passed before the close of the Friday afternoon session expressing our thanks to the hotel management for their courteous treatment.



A Jolly Good Time.

WEDNESDAY EVENING

A N S-W. convention would not be complete without a smoker. Every one is agreed. So this year it was decided to have one again rather than attend a theater, especially where the play was not very attractive. A hall was secured on St. Catharine's Street, not far from the Windsor hotel, which was very suitable, with stage, piano and other accessories. And at 7:30 o'clock the representatives gathered here to find an ample supply of cigars, pipes, smoking tobacco and punch awaiting them.

Under the auspices of Mr. Williams and Mr. Smith an impromptu program was arranged. A number of the men have acquired reputations for their ability to entertain. and as in years past they provoked a great deal of mirth by their songs and jokes that were often at the expense of some one present. The following program was interspersed with S-W. songs which were thrown on a screen by a stereopticon and sung with a will by everyone present:



Mr. H. C. Ware
Mr. J. P. Minette, Jr.
Song and Monologue,
Mr. Ralph Baker

The representatives like Mr. Garson and when he got up to talk about our London business they gave vent to their feelings with a welcome which was deafening, topping it off with "He's a Jolly Good Fellow." Mr. Garson had with him lantern slides showing the scope of our work in London and many incidental features which were very interesting. These were thrown on a screen and some description of each given.

Mr. Cottingham also had a number of very interesting London and English views and as he has visited there frequently and has many friends on the other side, his talk was very entertaining.

The representatives gave their division yells with an ardor which demonstrated the pride they have in their respective divisions. It developed into a competitive affair and it was a hard matter to tell which was the top-notch.

No song has been received with

Story
Piano Solo
A Few Jokes

Mr. G. J. Manassas
Mr. J. H. Kurtz
Mr. C. G. Porter

greater favor than "In a pail of S. W. P.," which was sung and sung again with great enthusiasm.

In a Pail of S. W. P.

"Tune: "In the shade of the Old Apple Tree"

I

"The painter man with joy his brush was swinging
And all the while he whistled off a tune;
The slip-slap of his brush was gaily singing;
The world seemed brighter than a harvest moon.

A brother painter from the street called to him—
"Whence comes your gladness; why are you so gay?
Where do you find the fun in what you're doing?"

"Then unto him the painter man did say:

CHORUS.

In a pail of S. W. P.

There is pleasure and profit for me;
There is lead, zinc and oil
Made to lighten my toil,
And it's backed by a strong guarantee.

Oh, it shines, and it covers, and wears,
And it ends all my troubles and cares,
So come join the rush
And we'll all dip a brush
In a pail of S. W. P.

II

I've worked for years at this here trade of painting;
I've used all kinds of stuff that you could name;

I've loafed it some, and worked till near to faintin';
There's nothing that I've missed in this old game.

But now my work comes regular and steady—
I've found the goods that beats 'em all a mile.

With Sherwin-Williams, true and always ready,
I get the hip—and that is why I smile.

CHORUS.

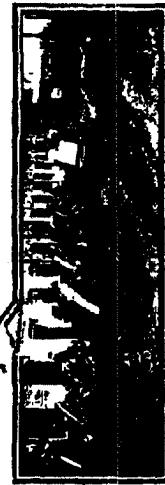
After the smoker was over the men fell into line and marched to the hotel, singing S-W. songs, ending in the rotunda of the Windsor with "God Save the King."

Outing and Drive.

THURSDAY AFTERNOON

SOON after lunch carriages arrived McGill University, and finally a trip to take the members of the convention for a drive about the city. In all 47 carriages were used and the trip consumed the entire afternoon.

Many points of interest were visited, including the docks along the Lachine Canal, the prominent business section, the famous Notre Dame Cathedral with its priceless paintings and decorations, the Bank of Montreal, the city about the Green mountains far to the south-east and the Adirondacks, on the southern horizon. Every one was delighted with the trip.



THE Trade Sales session, Mr. Schafer presiding, occupied all of Thursday morning. As explained previously, greater prominence was given to our specialties and other matters than to our agency goods. This was done because of the greater need for information on these lines.

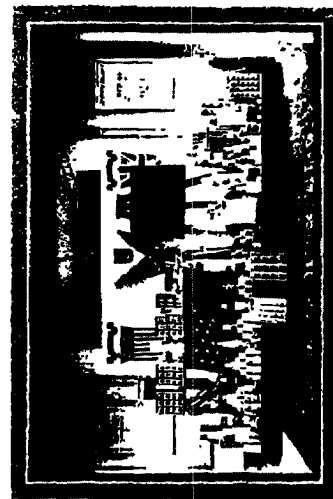
Mr. F. F. Myers, manager of the Western District, took up S. W. P., going over some of the old points for the benefit of the new men and bringing out some new and interesting facts which everyone appreciated.

An attractive display of our shelf goods was made on the platform and Mr. H. D. Whittlesey, manager of the Atlantic Coast District, took up the list and discussed each line. A particularly enthusiastic talk was given

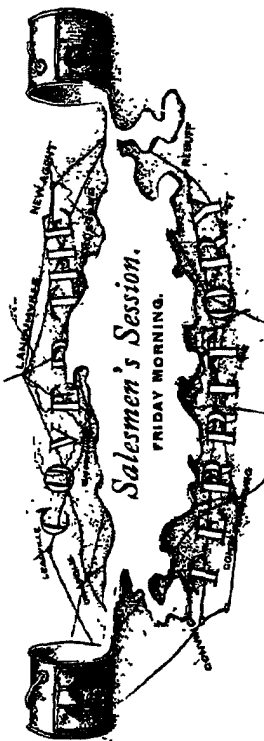
on Floor Finishes and a number of exhibits were displayed. Floorlac came in for some very complimentary remarks, as it is so much superior to a number of other highly advertised products on the market. Tests demonstrated how badly a number of other makes deteriorate under exposure, while Floorlac showed but very little change.

Mr. Smith said a few words on Floorlac advertising and impressed the fact that we sold Floorlac on the merits of the goods—not the advertising we do or might do, no matter how extensive.

We have been making steady increases in the sale of Floorlac, and with the equipment salesmen have in their outfit will be able to push it with greater success the coming year.



Agency line and shelf goods



Salesmen's Session.

FRIDAY MORNING.

MR. COTTINGHAM presided at this session and said in opening that he regretted very much that our limited time would not permit of a lengthy discussion of "Complaints and Weak Spots," as intended. It had been our plan to devote an entire afternoon to this subject, but as several of the previous topics had taken up more time than anticipated, this part of the program would have to be largely eliminated. Next year it will be our aim to devote more time to this topic and to the salesmen's sessions. A number of questions that have been raised by salesmen the past year were briefly discussed by Mr. Cottingham and every man present appreciated the desire of the management to talk these matters over freely and help the selling force in every manner possible.

The following winning talks were presented by dialogues between salesmen representing salesmen and buyer.

Selling agent: Mr. D. C. Jordan, Southwest Division, dealer; Mr. W. H. Kane; Middle West Division, salesman.

Selling Varnish to a furniture manufacturer: Mr. B. M. McDade, Central Division, manufacturer; Mr. W. W. Mountain, salesman.

Selling S. W. P. to a property owner: Mr. Wm. M. Trippe, Eastern Division, property owner; Mr. A. W. Ballard, Middle West Division, salesman.

Selling S. W. P. to a painter: Mr. Jas. W. Ward, Middle West Division, painter;

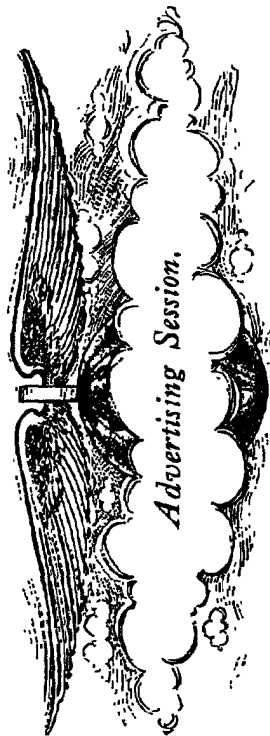
Mr. Jos. F. Hommel, Middle West Division, salesman.

Selling Quick Drying Goods to a custom carriage shop: Mr. R. C. Mission, Canadian Division, carriage builder; Mr. W. S. Fallis, Canadian Division, salesman.

These dialogues were very instructive and very interesting. They were not "fixed," and the "purchasers" put up the hard arguments that only the men on the territories can appreciate. It afforded not a little amusement to see how Mr. Ward and the others had to be "shown" to be sold. There's no escape, however, for the dealer, the manufacturer, the property owner, the painter or carriage builder when a Sherwin-Williams representative determines to "land" him. It's in the true ring of the arguments, the quality of the goods and the personal character of the salesman. They win.

Mr. S. P. Fenn, our treasurer, arrived in Montreal on Friday and received a hearty welcome as he entered the convention hall.

Mr. Fenn spoke on "Credit and Accounts" after lunch, discussing the care which should be exercised in opening new accounts. He also mentioned among other matters the opportunity salesmen often have to strengthen the relation between business men and bankers by obtaining favorable rates where money is borrowed.

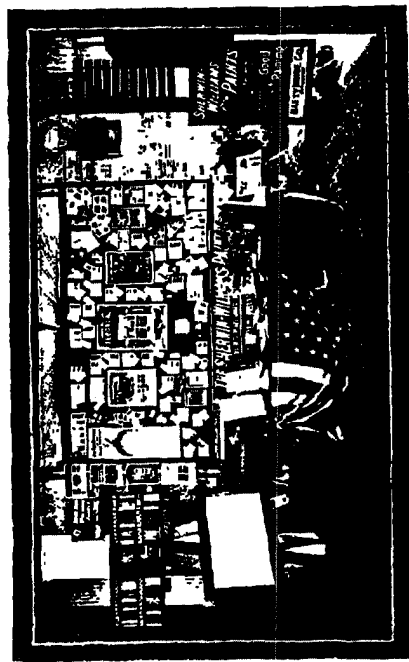


Advertising Session.

FRIDAY AFTERNOON.

MR. HARRY DWIGHT SMITH, in opening his talk stated that the convention was so largely devoted to specialties and other matters that he feared we had in a measure lost sight of the most important part of our business, our trade sales goods and agency lines. The products which we push through our agents are the backbone of our business and he very earnestly presented the necessity of working these lines harder to reach our estimate the coming year.

Mr. Smith outlined our policy in general publicity and gave some idea of the care which is exercised in the preparation of our advertising matter. Mr. L. R. Greene, general superintendent of the Department of Publicity, outlined our promoting campaign for the coming year and went through the 1906 list of advertising. Mr. Greene impressed the convention with the desire of the Department of Publicity and the division promoting departments to be helpful to the salesmen, to assist them in every possible manner. With greater co-operation



The advertising display

the advertising and promoting work will be more effective than ever. The means of displaying and selling paints and varnishes. A number of very handsome features have been added to the already long list.

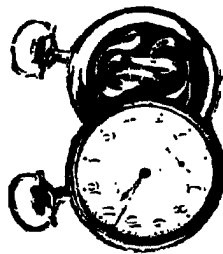
It was ample evidence that The Sherwin-Williams Co. is not only the largest paint and varnish makers in the world, but the largest paint and varnish advertisers in the world.

The greater part of these features are for the use of our agents and with

the direct mail promoting and other helps comprise the most effective means of displaying and selling paints and varnishes. A number of very handsome features have been added to the already long list.

The use and object of each feature was explained by Mr. Greene and attention called to changes which strengthen and make them more attractive.

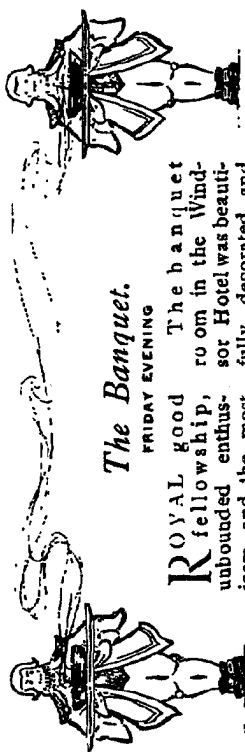
Twenty-five Years in the Service.



MR. SHERWIN presided at a session Thursday morning that was not on the program. Taking the floor, he requested Mr. David E. Fisher, of Central Division, Mr. C. S. Wheeler and Mr. A. W. Ballard, of the Middle West Division, and Mr. J. C. Beardslee, the General Superintendent, to occupy front seats. Mr. Sherwin referred individually to the service each had rendered the Company, to their early employment, and to some of the changes which time has wrought. He then presented each with a handsome gold watch as a token of their 25 years of faithful work in the Company.

Many changes have taken place in the past quarter of a century in the paint and varnish business and the fact that these three salesmen still belong to the top-notch class and are keeping apace with the younger men speaks for their ability. Mr. Beardslee entered the employ of the Company as a junior clerk and through great study and a natural aptitude has become the greatest authority in the world in paints and varnish.

Mr. David E. Fisher, Mr. C. S. Wheeler
Mr. A. W. Ballard Mr. J. C. Beardslee



The Banquet.

FRIDAY EVENING

ROYAL good fellowship, unbounded enthusiasm and the most cordial international sentiment—these were the dominating features at the splendid banquet which closed the convention on Friday evening. It was no heavy, formal, public function, had come from nearly every portion of the Windsor Hotel was beautifully decorated and softly illuminated flower garden. There were about 225 officers, managers, representatives and guests who



The Windsor Hotel S.W. headquarters during convention.

but a restful, glad some and inspiring close to a busy and profitable week. Never before in the history of this great Company have so many of its scattered workers been assembled from such wide distances or brought together under circumstances so hearty and uniting.

In the gallery were many ladies to add interest and grace to the occasion. Mr. C. C. Ballantyne, Manager of

the Canadian Division, presided to introduce the few speakers after full justice had been done to the satisfactory menu.

There were but two regular toasts proposed—

- 1—King Edward;
- 2—President Roosevelt

and as these names were announced the universal demonstrations of applause expressed how every heart shared the thrill of common sympathy and felt closer bound than ever in the ties of national brotherhood.

President H. A.

Sherwin was then called upon and greeted with rousing cheers. He referred briefly to the staunch policies of the Company adhered to so closely in all the past successful years, and the pride with which he had seen the business progress with the aid of an earnest, ambitious and faithful staff of managers and representatives. He had rejoiced in the marvelous gains of the Company during the short ten years of Canadian business and looked confidently to the future for far greater success than ever before.

Mr. F. D. Monk, M. P., referred most enthusiastically to the great industrial success of the United States and expressed special satisfaction in the peaceful invasion of Canada by a business enterprise so forceful and all-compelling as that of The S-W. Co., paying a handsome com-

pliment to the dignity and value of the commercial travellers.

Acting Mayor Clearhue, of Montreal, after a cordial welcome to the industrial work of The S-W. Co. and the very large amount of attention, time and money expended to provide for the health, comfort and recreation of its employees.

Rev. Dr. Robt. Johnston referred in a very happy way to his interest and pleasure in such a gathering and regarded co-operation and not competition as the soul and substance of successful commercial life.

Short talks were also given by Mr. J. A. Carson, London Manager, and Mr. F. C. Donnitson, foreign representative.

The evening was much enlivened by frequent S-W. songs, interspersed with solos and monologues by Mr. Duquette and Mr. McLaughlin.

The banquet



closed with the national anthems of the United States and Great Britain, sung under the united flags, then all joined in "Auld Lang Syne." It was a memorable occasion.

Menu and Place Card

Division Leaders

FOR THE YEAR ENDING OCTOBER 15, 1906.

New S. W. P. Agents.

Southwestern—C. E. Nunn.
Canadian—B. D. Ross.
Central—L. M. Renedict.
Eastern—W. H. Porter.
Middle West—C. F. Faigh.
Central Pacific—J. A. McLaren.
Southern Pacific—G. E. Wise
New England—A. J. Horton, tie
R. F. Ketchum.

Floor Finish Sales.

Eastern—H. T. Sheldon.
Canadian—C. A. Thomas.
New England—R. F. Ketchum.
Southern Pacific—G. E. Wise.
Middle West—W. H. Kane.
Central Pacific—G. G. Mowat.
Southwestern—J. W. Anderson.
Central—H. M. Kipp.

Other New Accounts.

Eastern—W. H. Jordan.
Middle West—J. W. McAfee.
Southern Pacific—J. B. Kurtz.
Southwestern—S. S. Burris.
Central Pacific—W. A. Lathan.
Central—H. P. Torrance.
New England—A. J. Horton.
Canadian—G. E. Brouner.

New Agents and New Accounts.

Eastern—W. H. Jordan, Jr.
Middle West—J. W. McAfee.
Southwestern—S. S. Burris.
Southern Pacific—J. B. Kurtz.
Central Pacific—W. A. Lathan.
Central—S. H. Robinson.
Canadian—B. D. Ross.
New England—A. J. Horton.

Varnish Competition.

Southwestern—1st, D. C. Jordan, and, C. G. Porter.
Central Pacific—1st, G. G. Mowat, and, W. J. Bland.
New England—1st, A. J. Horton, and, I. B. Wells.
Southern Pacific—1st, J. B. Kurtz, and, G. E. Wise.

Central—1st, F. Burke, and, S. H. Robinson.
Canadian—1st, J. J. Whalen, and, J. J. Harkness.
Eastern—1st, W. H. Porter, and, W. J. Swyer.
Middle West—1st, J. W. McAfee, and, A. W. Ballard.

C. & M. Varnish Sales.

Central—W. B. Wise.
New England—L. W. Hamry.
Eastern—G. C. Schell.
Canadian—R. C. Misson.

Varnish Sales.

Eastern—C. Tucker.
Southern Pacific—J. B. Kurtz.
Middle West—C. S. Wheeler.
Southwestern—D. C. Jordan.
Canadian—J. J. Whalen.
Central—W. J. Moore.
Central Pacific—W. J. Bland.
New England—I. B. Wells.

Mar-not Sales.

Southwestern—D. C. Jordan.
New England—A. J. Horton.
Middle West—A. W. Ballard.
Central Pacific—G. G. Mowat.
Southern Pacific—G. E. Wise.
Eastern—W. H. Porter.
Central—H. M. Kipp.
Canadian—J. W. Benson

Kopal Sales.

Southwestern—D. C. Jordan.
New England—A. J. Horton.
Southern Pacific—G. E. Wise.
Middle West—A. W. Ballard.
Eastern—W. H. Porter.
Central Pacific—G. G. Mowat.
Canadian—J. E. Auger.
Central—R. Baker.

Excellor Sales.

Southwestern—D. C. Jordan.
New England—A. J. Horton.
Southern Pacific—G. E. Wise.
Eastern—W. H. Porter.
Central Pacific—G. G. Mowat.
Middle West—W. H. Kane.
Central—F. Burke
Canadian—J. J. Whalen.

New Varnish Accounts.

Eastern—W. H. Jordan.
Canadian—B. D. Ross.
Southern Pacific—J. B. Kurtz.
Central Pacific—G. G. Mowat.
Southwestern—D. C. Jordan.
Middle West—W. W. Stemm.
Central—A. N. Merrill.
New England—A. J. Horton.

Convention Brush Marks.

The annual meeting of the managers was held at the Montreal factory on Friday and Saturday preceding the convention. On Saturday afternoon they enjoyed a drive about the city and dinner at the Hunt and Kennel Club.

A black proof of a new four-color 16-sheet poster for large bulletin boards was shown at the advertising session Friday afternoon. The design is the same as the 1906 calendar, which was also exhibited. Both met with words of praise from the salesmen. They are just a little better than anything we have issued previously.

Mr. G. A. Martin, formerly manager of the Western District, but now manager of the Auxiliary Department, could not be present at the convention until Friday. When he came into the convention hall he received a great ovation and work had to cease until Mr. Martin could thank the representatives and express his regret at not being able to be present the entire week.

Nothing was more in evidence throughout the week than the kindness and forethought of the employees of the Canadian office and factory. Every want seemed to be anticipated and the little attentions of everyone from the office boy to Mr. Ballantyne pleased the men greatly. As one representative expressed it, "The Canadian boys not only know how to sell paint, but they know how to play the host and make a fellow feel at home."

Mr. S. J. Brown, of Paris, was an interested visitor at the convention. Mr. Brown was in America on business matters connected with the Company. Mr. Cottingham received the following letter from him:

The Windsor Hotel,

Montreal, Nov. 3, 1905.

My Dear Mr. Cottingham,—
I know how busy you are and I did not want to take up any of the precious time of the convention by making a speech, but I cannot make up my mind to leave Montreal without thanking you and asking you to please thank for me the officers and other members of The Sherwin-Williams Co. for the kind attention and courtesy extended to me by all of them during my stay in this city.

This session has been most interesting to me and I have been able to learn the advantages and the importance of an organization like yours.

The more I know your Company, the more I like it and admire it, and if everything goes right I sincerely hope to soon have the honor of becoming a member of it. Even if we do not come to terms I send you, from the bottom of my heart, my very best wishes for the success, or rather for the continuation and increasing of the success of The Sherwin-Williams Co.

Thanking you again, I remain
Yours very truly,

S. J. BROWN.

Representatives from the respective divisions gave vent to their division pride and enthusiasm by frequent division yells. The entire convention was frequently punctuated by the following:

Central—

Sh-h-h—

Quick, quick, oh,

Watch us grow,

Central, Central, Central.

Middle West—

Chic, Chi, Chi-ca-go,

Who can beat us?

None we know,

Chicago, Chicago, Chicago.

Canadian—

Birch beer and soda, ginger ale and pop,

Canadian Division always on top.

Newark—

Hark, Hark, Hark,

Bark, Bark, Bark,

N-E-W-A-R-K,

Newark, Newark, Newark.

Southwestern—

S-W-P S-W-V

Southwestern Top-Notchers,

Hully Gee.

Pacific—

Pacific Division, 'way out West,

The tail of the fish is always the best.

Mr. H. J. Hain of the Middle West Division, top-notch factory superintendent, Mr. J. H. Payne of the Southwestern Division, top-notch Promoting Department manager, and Mr. H. C. Nelson of the Southwestern Division, top-notch cashier, were present at the convention. A trip to the convention is one of the fruits of victory and in addition to the top-notch prize.