

The Chameleon.

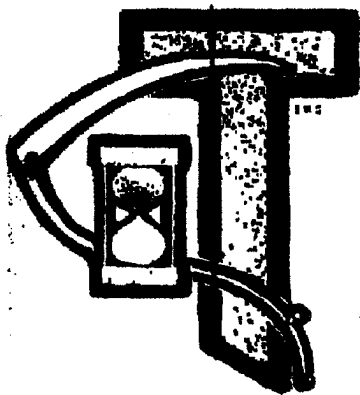
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VOL. III.

JANUARY, 1900.

No. 1

NEW YEAR'S REFLECTIONS.



THE New Year affords a good opportunity for every individual, whether serious or otherwise, to call a halt amid the wild rush and whirl of the busy world, for sober, earnest reflection.

It's an appropriate occasion to take an inventory, not only of ones material possessions, but also of ones immaterial possessions, those qualifications which have a higher value than the greatest material wealth. It's of infinitely greater importance that our inventory should show the balance to be on the right side in the latter case than the former.

We have had one more year of experience, one more year of opportunity. What have we done with it? Which way have we grown—up or down? It's certain we have grown one way or the other. Which has it been? Be honest about it. It's important that you should *know*. Reflect upon it before you enter on another year, for each year has its influence on the next. Face the situation squarely *now*, and decide at once which way you shall grow in the year before you—forward or backward. Will you advance on the road of life, of success, or will you fall back? *Think about it*. You have the power to do which you choose.

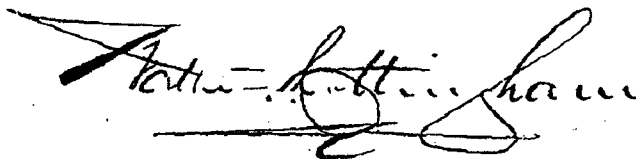
Very likely our inventory, if carefully taken, will show we have grown up in some ways and down in others. Some accounts will show a gain, some a loss. Then let us learn the lesson which the statement shows, and take precaution to strengthen the weak sides and fortify still further the strong ones. That's the purpose of an inventory.

Life is a struggle. It's a continual warfare from start to finish. The strife is constant. A man needs to be a fighter, a bold, fearless fighter, and a hard hitter. He must develop a strong arm, an iron will and a level head, or he'll go down in the contest. He must drill himself constantly, every day. He must keep his uniform and armour ever bright, ever ready. There's danger lurking on every side, and at the most unsuspecting moment you may be called upon to defend yourself. *Be ready*. Every defeat is a handicap, every victory an advantage.

The future of our Company depends upon the *individuals* working for it. Our interests are all bound up together. The actions of each one have an influence on the whole. We can't escape this responsibility. It's not on the machinery, or the product which it turns out that our success depends—but

upon our people—the ‘living machinery.’ Therein lies our making or un-making. The Company will grow up or down, will go forward or backward, just as the individuals about it incline.

Is it not important, then, that we should reflect on the threshold of another year, and be sure that our influence is growing in the right direction?



General Manager.

Great Gains for the First Two Months.

ENORMOUS is not too strong a word to express the magnificent gains we have made in the first two months of this great year. It is simply wonderful the pace we have set—it's getting faster and faster, and steady, too, with all. Full steam is up in every Division, in all Departments and on all territories, and the powerful engine of our mighty organization is throbbing and pulsing as it never did before. Everything makes way for this lightning express, and beholders look on with admiration and applause for our achievements.

The gain for the two months is almost one hundred per cent. The business has nearly doubled that of last year for the same period. The Central Division has more than doubled, the Western Division has more than doubled, the Eastern Division is well ahead and New England has more than doubled. Canada has made a handsome advance. The Trades Sales Department, Railway Sales Department and C. & M. Department show about equally in the general gain.

We congratulate and thank all for the splendid efforts being put forth. Our anticipations have been surpassed.

The Oil in S. W. P.

BY J. C. BEARDSLEE.

DURING the convention I took occasion to call the attention of the representatives to some work that we had been doing in the way of preparing oil specially for use in special ways, and particularly in showing a sample of Linseed Oil as we are now preparing it for use in S. W. P. Since that time some of the representatives have asked for sample bottles, thinking to use them for the purpose of interesting customers and

prospective customers. They certainly can be made a strong talking point to show how we are doing things better than the other fellow, and in as much as what was said with reference to the oil at the convention may easily have become obscured in the minds of those who were trying to assimilate and remember a large amount of information, it seems well to go over the matter again.

In preparing this oil we take pure, old, well settled Linseed oil; the same article that used to be the purest and very best linseed oil that was known. As a matter of fact, however, such oil without special preparation does contain quite a percentage of ingredients which are really not part of linseed oil. Oil, even the oldest oil, contains a percentage of water. It always contains a varying percentage of mucilaginous matter and quite a number of unsuitable compounds that help to make the linseed less durable than it otherwise would be. All these defects our process of preparation overcome.

It is not necessary to attempt to describe the exact process here, as it would be quite difficult to make it clear and free from technicalities, and there would hardly be sufficient gain to justify it. Suffice it to say that the oil is subjected to treatment that results

in the precipitation of everything that is not linseed oil and that this process is variable in its duration, depending somewhat upon the character of the oil. The older the oil, the less extraneous matter there is to precipitate.

While this operation is going on, treatment is also given the oil which neutralizes the clear yellow color, "bleaching" it in other words, thus making it adaptable for the very delicate shades and tints.

The oil is then left to settle for forty-eight hours, and the clear oil pumped into a storage tank.

Linseed oil is peculiar in that it becomes necessary to age it again after any treatment to which it is subjected, even if the oil was quite old to start with. Consequently storage has been provided which enables us to give this oil at all times a suitable and necessary age before actually using it.

There is no oil refined by any other process that is so limpid, so clear, so colorless and so entirely free from foreign matter of any kind as the pure linseed oil refined by our process for S.W.P. If you have a bottle compare it with other so-called bleached or refined linseed oils and note the difference. If you haven't a bottle and want one to use in your work send for it through the manager of your Division.

Manufacturing Trade and How to Get It.

BEING A PORTION OF L. B. QUINN'S ADDRESS AT THE 19TH ANNUAL CONVENTION.

THE average manufacturer's buyer, as I find him, is a very pleasant gentleman to meet; but he is a very busy one. He is very friendly, however.

To use the expression of one whom I called on, all paint men look alike to them. I soon came to the conclusion, since such was the case, that

the best thing I could do was to impress the buyer differently. Mr. Jones, of The Brown Co., was there the day before, and sang him quite a song along the same lines. If I wanted to secure his attention, I found I must say something original. This was from the standpoint of a novice.

I had behind me a house which

stands in the front rank today in original business methods. I told the buyer about it; I explained to him our system of branch houses; I told him about our conventions and our lunch rooms. I acquainted him with the careful and systematic manner in which our goods are manufactured, and with our ability to give him uniform goods always. Personally, I have always found that a detailed account of our Company's modern business methods has been listened to with unfeigned interest. These buyers have a habit of grasping your hand in a cordial manner, and thinking of something entirely foreign. To get them thinking about you and interested in you is a point well gained and it's an easy step from that to your goods.

In asking for samples, and that is what we have to do in the manufacturing business in order to match up what he has been using, I impressed him with the fact that it was not our desire to secure a match from a manufacturing point of view and produce similar goods, but to enable us to understand what he was using, and to improve on it. This brought me to the painter.

The better side of every man, irrespective of what his walk in life may be, is seen in his home, and per-

sonally, I think that the best place to cultivate the painter. I am free to confess that 'social' duties along this line are not always attractive after a hard day's work; but when we remember that this man is in a position to make or mar our other efforts, I don't know that I can do more or better work than that done with the painter.

After you have secured the manufacturer's attention, you should hold it. A systematic correspondence will show you good results. I have found a carbon copy of my reports, to which I attach all papers and memoranda, a great aid. It is impossible to charge your mind with the small things which are bound to come up, and which you will in time find very useful. An occasional letter will hardly show you results. I think it best to set aside a certain time, say one day each week for going through these papers. Commence taking up such matters as these memoranda suggest. For this reason, I also attach a blank slip to my reports. I make a note of the date, and the next week I go over the report; if, in the meantime, I have received an answer, I check it off. In this way one keeps in touch with the trade and holds the attention, and that, gentlemen, is the secret of success in the manufacturing business.

Buy S. W. P.

When other paints are shown to you,
Their virtues loud extolled,
In terms and discourse oft untrue,
With pretence bluff and bold,
It may perhaps be wiser then
To pause betimes and see
If the guerdon be not greater, when
You buy S. W. P.

When summer suns do bake and burn
And cause your tints to fade
And render hopeless each new turn,
Each effort that you've made;
When skilled endeavor ends in waste
And lost your labor be,
(Through other paint procured in haste),
Then buy S. W. P.

J. H. WILLIAMS.

An Advertising Display for Hotel Rooms.

Mr. E. S. Blanchard uses a hotel display for our advertising that must certainly prove a strong point

tion of the details the scheme can be easily carried out.

"The outfit for the display," Mr.

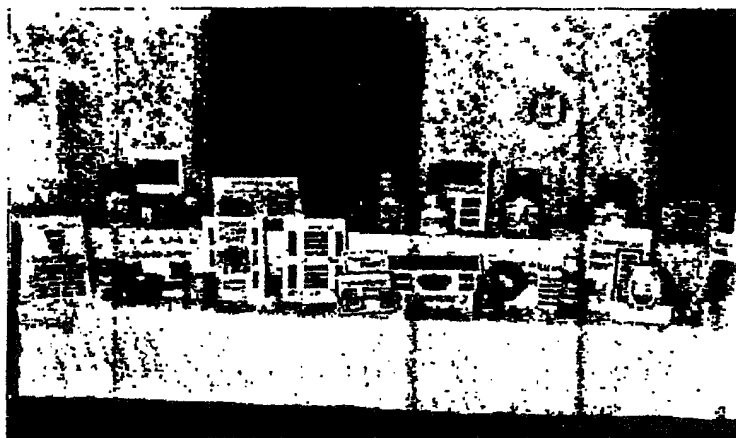
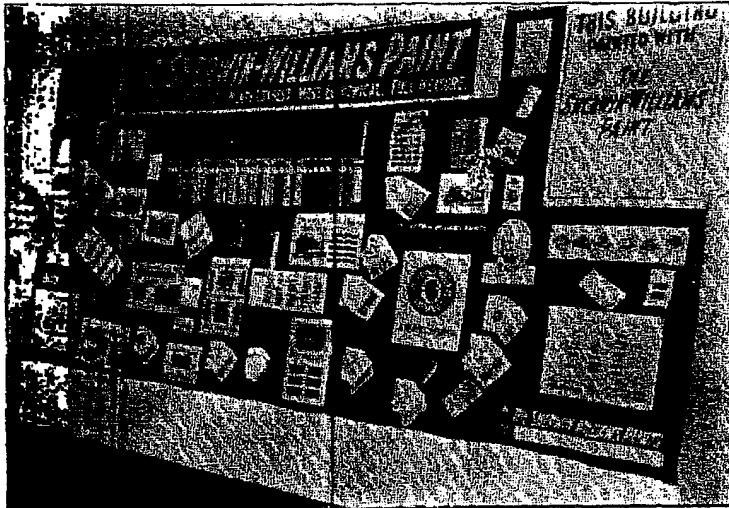
Blanchard writes, "consists of four nests of cans from the 25 pound ochre can down to $\frac{1}{4}$ pint V.S. cans, including one pint varnish or Q.D. can; two sets of show cards, one on thin paper, the other on the regular card; a curtain of canton flannel, about 7x15 or 16 feet; an "F" sign and boards complete; an MM-2, 3 and 4; an AA-3 and 1; the 1900 "E"; two each of all small cards and an assortment of booklets.

"The side wall display is arranged by having the hotel porter put in sufficient sample table boards, about 9 feet long, standing on end, to serve as a background upon which to tack curtains. This tacking may be done to best advantage by using ordinary brass headed upholsterer's tacks, or "thumb tacks" that the office will supply. The porter

seller. The illustrations shown here tell the story pretty well and give a fair idea of what a new dealer's impressions must be when he sees the array for the first time.

The arrangement is so advantageously made that every individual advertising feature is increased in value. One-half the effect of any attractive thing may be easily lost by displaying it badly, and all know that a store counter or the bed, chairs and tables of a hotel-room are very poor display racks.

If you are after a strong argument and want to make our advertising count for all there is in it, we advise copying Mr. Blanchard's method. With the illustrations and Mr. Blanchard's descrip-



can also arrange the display rack for the cans and counter display cards, leaving you only the work of setting up the advertising.

"The 'F' sign should be cut in two and hinged for convenience in packing. It can be hung by having two screw eyes inserted in the cleats at each end, about $1\frac{1}{2}$ inch from the top, these screws should go in on the side of the cleat so as not to interfere with 'F' folding together. The 1900 'F' should be packed in canton flannel or cheese cloth to prevent rubbing, and the slats should be packed in cheese cloth, with strong paper outside.

"This entire outfit packs in a trunk

the inside measurements of which are 11 in. high, $19\frac{1}{2}$ in. wide and 34 in. long. It has a partition that is removable, running through the centre of trunk lengthwise, on one side of which the four nests of cans fit nicely and on the other the 'F' with an Enamel Paint case to keep it from sliding and marring. The pint varnish can goes nicely inside this small case.

"The tray fills the entire trunk above the tops of the cans and affords room for all the rest of the display and some stock of advertising for distribution. The 'F' boards and curtain fit in that part of the trunk above 'F' sign, helping to make everything nice and snug."

As Seen on the First Trip Out.

LAST month a letter was sent to the representatives of the Company asking them to tell us what "impressed them most on their first trip out this year." With new lines of goods, new advertising features, new enthusiasm and a new year before them the representatives must often receive impressions on the first trip out that later in the year seem less significant and pass without special remark.

If we could bring all these various impressions to a focus in THE CHAMELEON they would make valuable reading. We have but a few to present, yet they are an interesting collection. Let us have more of them next month. We fear our letter was not sent out early enough to give all a fair chance to reply, and we want to hear from every man on the road. Fifty words will give us the facts.

What do the new men think?

With convention echos ringing, it seemed as though no influence could add to the confidence already instilled that this was to be a greater "banner year" for the S-W. Co. It was when I tried our ammunition for 1900 that I knew I had not missed the mark and I am only waiting to have done with the counting.

All along the line our agent friends declare that they are going to beat out their record in S. W. P. for 1899. The new "E" is welcomed as was

the Prodigal Son, and as to the entire advertising I can best express the general comment by quoting the words of a new S. W. P. agent: "Well if you do all this for us we will just do the rest."

Allow me one word for our varnish and I am done: "CINCH!" The trade have long looked for a reliable varnish, and I can tell you that my first order (156 gallons) was because The S-W. Co. label on the outside is a sufficient guarantee for the quality in-

side. Learned facts are keys for future facts.

L. W. BARNEY.

"What impressed me most on my first trip out this year" was the anxiety which the customers felt in buying goods. They all seemed to want to get aboard before another advance took place.

New people were pleased with the general line of advertising. The old trade rejoiced when they saw the new "E." and without an exception were greatly pleased and felt it was going to be a big paint seller. Varnish comes in for considerable notice. The Kopal assortments seem to fit exactly—just the very thing and quite a number placed their orders early. More, many more, are coming.

MATT. M. SMITH.

The new advertising makes a great hit in No. 6 and has helped me out several times. Kopal is sure to be a winner. The agents seem to think they will be right in it this year.

C. H. RICKETTS.

November and December have been very satisfactory. More than pleased with the business so far. Feel quite confident the business will be very large this year. New agents coming in and now is the time to push. "Do it now." Work while the day is dawning and we'll get the business while the other fellow's yawning.

D. E. FISHER.

Business is certainly good in Florida and the people are beginning to find out that the best is always the cheapest. Those who have already had a taste of S.W.P. are now asking for more and telling others about it, therefore I am selling paint.

The East and West Coast of Florida

will begin to look bright with S.W.P. as soon as the orders which I have turned in since Nov. 27th can be shipped. Our advertising and good goods are what sell the paint, and even down here, where the people have had the reputation of wanting low priced paint, our prices are all right, and before long all the dealers will want the paint that "covers the earth."

In one town where we have an agent the other dealers are going out of the paint business because they have no calls for any other paint except S.W.P.

WM. B. HAIGHT.

There are so many features which impress me that I have been doubtful where to begin. I feel encouraged for the new year by the fact that the general excellence of our products seems to be so well understood, and I find in my territory an increasing demand for a better article than consumers have been using in the past.

The best advertising feature to my mind is the "E," as it reaches a demand which the salesman cannot reach, and I am sure it will increase trade wherever the agent can be induced to use it intelligently.

Most of our trade think our advance in price is perfectly natural, and only a necessary result of the present market.

M. B. ROBERTS.

I certainly feel hopeful for the best results this year, because "nothing succeeds like success," and that we are successful no one can deny. We have the confidence of success; we are getting the business.

The last meeting at Cleveland braced us all up I think. At any rate I have found it much easier this year to secure new agencies. I can't say that any one line takes particularly well

with my trade. I try to work them all, and generally where I get one I get all or nearly all of them in.

The new "E" is the best feature of our advertising line this year in my opinion and I believe it will largely increase business. The new fence signs are very well thought of, every one pronouncing them fine.

The quality of our goods, backed up by our advertising are the best arguments I have found with which to secure new agents. I have had very little complaint about advance in prices; in fact only one case that caused me any apprehension and that was way back in August.

I have since secured that agency's stock order for this year, and have the satisfaction of having heard them say "the advance is all right."

M. B. MILLSPAUGH.

Spring orders two to four times larger than last year in most cases.

Everyone delighted with the new "E".

Most everyone has bought Kopal or some other varnish of our make and much pleased to buy of us.

Carmenta is wanted, but no large demand.

Almost no kicks on prices and many compliments on the few changes on shelf goods. L. J. FASQUELLE.

"What impressed me most on my first trip out," was the cordial greeting given me by our agents and dealers. While in our line, as in all others, occasionally I went against a dealer who was a little frosty, he always got in line after a better acquaintance. Occasionally I would find a dealer who was a little sore on account of the advance in prices, but

when they were asked which they would rather see, the price advanced, or the quality of our goods lowered, they always said, "Keep the quality up."

W. F. GALLINGER.

Our unique method of advertising as well as the high quality of our goods does two-thirds of the talking with the new agent. I find all our old agents very enthusiastic and anxious to see the painting season opening.

So far nine new agencies open.

P. Z. R. VINCENT.

The 1900 advertising impresses all agents most favorably. All welcome the new shades of S. W. P., many saying it completes our line.

The 1900 "E" seems to excite more general approval than any other one feature. When all are so good it is most difficult to particularize. The new "MM-4" also pleases all who see it.

EDW. S. BLANCHARD.

Agents on my territory are enthusiastic about S. W. P. and are putting heart in the work to make 1900 the banner year.

The new advertising features are an inspiration to many to become more active advertisers, for they see the possibility of increasing trade. Speaking of the AA-4 sign one agent said, "I must have that," and this is the opinion shared by many as evidenced by the fact that nearly every agent called on has purchased one.

I note the most successful agents are those who advertise and take advantage of every suggestion to attract and reach the people.

W. S. FALLIS.

A Prize-Winning S. W. P. Display.

THE photograph which we reproduce here was sent us by The Lawrence Paint Co., of Binghamton, N. Y. It represents their "float" in the Labor Day parade of last year. The idea is splendidly worked out and The Lawrence Paint Co. deserves great credit for originating so unique a display. Mr. E. J. Lawrence,

Covers the Earth." Behind, the banner read, "The Lawrence Paint Co., 84 Exchange St." Near the front, over the front wheel on each side, we hung one of your "Cover the Earth" oil cloth signs.

"We were given the head of the line and everyone voted it the finest rig in the line of parade which was



The Lawrence Paint Co's Prize-Winning Display.

Manager, writes as follows in regard to it:

"Four milk white horses were hitched to a break, in which sat six painters dressed in white suits and black caps, with a gallon pail of S.W.P. held on the knee with one hand, and a large paint brush in the other to keep the flies off the fellows ahead of them. We also had a bugler to sound the call to arms.

"The writer sat with the driver holding a large white streamer with the letters "S.W.P." in red that he kept swinging to the breeze. On each side of the break we had a banner reading, "The Sherwin-Williams Paint

over a mile long. A prize had been offered for the best appearing organization in line, and this prize was captured by the painters.

"We hope it will pay as an ad, and that we shall increase the sales of S. W. P. as a result of it."

The Lawrence Paint Company has handled our products in a large way for several years past. Their present store is located at 84 Exchange St., to which site they moved in 1897. It is located on the Binghamton Public Square, opposite the Court House, and its prominent position gives them every opportunity for most thoroughly



Salesroom of The Lawrence Paint Co., Binghamton, N. Y.

advertising us in that part of New York State.

The interior of their well-arranged store, shown here, speaks for the character of their business and their methods.

They do the largest paint business by all odds in Binghamton, and their steadily increasing trade in our products for several years past is con-

clusive evidence that they are getting full returns for the push and enterprise which they show in advertising our products. Their genial Manager, Mr. E. J. Lawrence, is a thorough believer in handling only the best, and his success in building up a large paint business in Binghamton he attributes in no small degree to the assistance which we have given him.

Keep Posted On Our Literature.

IT'S important that every representative should keep himself thoroughly familiar with all of our advertising literature.

No doubt you have all read it once. This is not enough. You'll miss a great deal of its helpfulness unless

you read and re-read it frequently. Think hard about it as you read. Study it. Get it off by heart, so you can bring up the points and arguments at the right time and in the right place.

Remember this literature is meant

for your good as well as for the probable buyer of our products.

One of the oldest and most successful of our representatives told the writer recently, that it was his habit when traveling on the train to get out some of our booklets or other advertising matter and study them and get their contents off by heart. Here is a man who has been with us a long time and is familiar with all our products and arguments, yet he says he can find new ideas and get fresh inspiration by constantly studying our printed matter. It's just such painstaking, interested attention as this that has made him successful. It'll do the same for you.

Unless you are very intimate with all we publish you will neglect to

order our printed matter, where it might be sent to good advantage. Our advertising is gotten up with the greatest care and at large expense. It's an important part of your duty to be well posted on it, and to order it on your town reports or by other means. Bear this well in mind. Have you a copy of each of our booklets, pamphlets and other printed matter with you now? Look and see. If you are short anything, send for it. You should have a supply always with you.

You have a list of the booklets in your "Salesman's Handbook" for reference, and you ought to know just what part each one plays in our advertising scheme, so that you can help distribute them intelligently.

Getting Aboard.

"ALL'S well that ends well." The Railway Department finished the year of 1899 by entering orders as follows on the last two days:

	Liquid Galls.	Q. D. Pounds	Paste Pounds
Dec. 29,	2,130	2,500	1,250
Dec. 30,	9,609	2,215	5,660

That ends well.

"A good beginning makes a good ending."

Orders entered in the same department from Nov. 1st to Jan. 1st cover

as much material as was ordered last year up to March 24th, and the year preceding up to April 13th.

That's a pretty good beginning.

There are still a few salesmen who are not aboard. To be sure the train is running at a high and accelerating speed. Nevertheless, any one who flags it with an order, large or small, can stop it long enough to get aboard.

We are a big crowd and good company. Join us.

E. M. WILLIAMS.



EDITORIAL

How, not What.

The hurry of American life is responsible for a great deal that is undesirable. It robs us of sleep and recreation, it racks our nerves and wears out the brain tissues, it impairs our digestion and makes us careless of the courtesies of life.

But as sad as any of these in its influence on the general trend and tone of our living is the fact that we become more intent upon *what* we do than on *how* we do it. We make mere bulk and volume the measures of our achievement. Our standards are all quantitative. It's the highest building, the biggest ship or the richest man that commands our admiration.

We rush on at such a mad rate that we pass over a hundred things better worth the getting than anything we'll have in the end, and though at times we are quite sanely conscious of this fact, we go on rushing just the same. The crowd hurries and we hurry with it, almost in spite of ourselves.

Once in a while some man leaves the race and shows us what can be done by living slowly. And here and there some failure shows us the folly of living in haste and putting quantity above quality.

The other day a man became bankrupt who manufactured books on probably the largest scale ever known.

In the size of output and the rapidity of work he undoubtedly held the palm. His "factory" was in the largest city in the country. He printed, bound and placed on the market a large edition of a new book every week. He set his type by machinery, ran the sheets off on high speed presses, and had the books in the shops before the paste was fairly dry on the bindings.

It would be interesting to say how rapidly they were sold, but the record doesn't go that far.

But there is another book maker in America who is winning fame and wealth by doing things in just the opposite way. His shop is in about the smallest town he could find; the human hand does all the work there; he brings out only a few books each year, always in very limited editions.

There's no hurry with him and no feverish desire to do a hundred things where there's only time for one, if it's done well. "Life without industry is guilt," he says, "but industry without art is brutality," and art isn't expressed in figures, you know.

We are too apt to forget, in this rush of ours, that the mere doing of things is not enough. It's the "how" and not the "what" or "how much" that puts the true value on achievements, and constitutes greatness.

Always Learning.

Life, from beginning to end, is an education in living. The whole world is a school, and experience (not past, but present) is the teacher. The wisest men, from Socrates to Emerson, have been those who frankly confessed their ignorance, and their willingness to learn from everything and everybody; and they maintained this attitude to the last. The man who says, "I know it all," or "You can't teach me," is already a back number, and will soon be left hopelessly behind.

This truth applies to each one of us individually, and in our business association as a company. We must learn, as well as grow. We are constantly being confronted by new duties,

new trade conditions, new emergencies, all of which must be met in new and different ways.

Past experience is not even a guide, in the sense of being a leader, it is often no more than a mile-stone, or at best a finger-post showing the right direction, but which we must leave behind in our onward and upward progress.

It would be a great mistake to look upon our Annual Conventions, and our monthly issues of *THE CHAMELEON*, as institutions for mutual admiration. They must be educational, or nothing.

What do our rivals know that we do not?

What do our customers want, that we haven't?

What lines of paint are not giving satisfaction?

What methods of work in office or factory are not yielding proper results?

These and many other questions need to be asked and answered constantly, if we are to increase in wisdom as well as in stature.

MONTREAL.

Unfortunately we could not bring this first number of the new volume out on the regular date of issue. The presses of the P. & A. Department were stopped for two days, at such a critical point in our work that *THE CHAMELEON* was obliged to give place to some very important advertising features then in hand.

YOU cannot keep a determined man from success. Place stumbling-blocks in his way and he takes them for stepping-stones, and on them will climb to greatness. Take away his money, and he makes spurs of his poverty to urge him on. Cripple him, and he writes the Waverly Novels. Lock him up in a dungeon, and he composes the immortal "Pilgrim's Progress." Put him in a cradle in a log cabin in the wilderness of America, and in a few years you will find him in the Capitol at the head of the greatest nation on the globe.

Would it were possible to convince the struggling manhood of today that all that is great and noble and true in the history of the world is the result of infinite painstaking, perpetual plodding of common every-day industry.—Orison Swett Marden.

BRUSH MARKS

Central Division Notes.

Mr. Fasquelle has been taking orders up in Michigan for 1st Quality Oil Colors in barrel and half barrels. One of these orders of his is probably the largest for that line of goods ever received at this office from one concern.

Mr. Matt M. Smith spent Christmas with his family and worked territory No. 3 from the office for a day or two.

We were very glad to have Mr. E. S. Blanchard run in to see us for a day. Mr. B. reports the prospects for business on territory No. 2 unusually bright.

Mr. Clarence H. Ricketts spent a day at the office and is enthusiastic over the possibilities which have thus far presented themselves on territory No. 6.

On December 15th the meeting of stockholders of the Company was held at this office and on Dec. 30th the meeting of Directors. At the latter meeting Mr. E. M. Richardson was appointed Director. The congratulations of the entire staff are extended to Mr. Richardson.

Mr. W. B. Albright was at the office on December 30, in attendance at the meeting of Directors.

Inspection day comes regularly the first Tuesday of each month. This

month the Box Factory and the P. & A. Department were inspected on the regular day. The day following, the Factory and G. O. were inspected by Mr. E. P. Williams, Mr. J. C. Beardslee and Mr. A. M. Parks.

A very interesting letter has been received from Mr. C. F. Pratt that seems to show he is in good health and spirits. He has a splendid faculty of observation, and filled his letter so full of entertaining information that we regret there is not space to print it in THE CHAMELEON. Mr. Pratt wishes to be remembered to all the staff.

The General Manager left for New York on the 7th. After a few days in the Eastern Division he will go to Montreal, returning to Cleveland about the middle of January.

Western Division Notes.

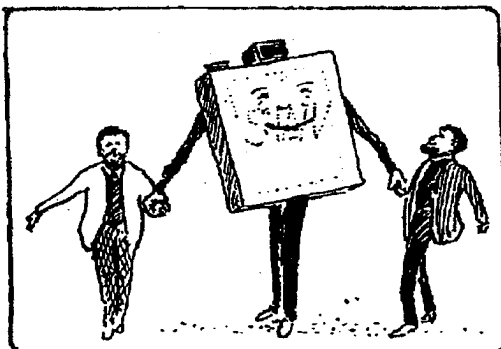
Mr. Weare left in December for an extended trip through Old Mexico.

We have every reason to believe that by January 20th we will be in position to fill orders from the new Kansas City house. Goods to the extent of several carloads are in transit at this writing.

Miss Clark was called home December 17th through the serious illness of her mother. We are pleased to say that the invalid is now convalescent.

Our usual annual letter was sent

Work for new agents.



The Agents are with us.

out December 28th, over the signature of the salesmen, requesting stock orders to be sent in direct from those agents desiring to take advantage of the discount in spring orders. Responses are received in about the same proportion as in the past, but there is a tendency on the part of the buyer to purchase liberally and to embrace the general line of products in his order. This is at the same time both gratifying and encouraging and is indicative of the appreciation of the condition of the market on the part of the dealer.

Mr. Fames has returned to Chicago after an extensive visit to the Pacific Coast and the South.

Mr. J. "Worker" Ward is still in this Division devoting his time to some of the new representatives. He is at present with Mr. Gallinger having finished with Mr. Yearsley January 1st.

At this early date we have received numerous inquiries from agencies regarding features and the extent of the advertising we propose to follow out

this season. We hope that this means that the efforts our representatives have made to make an advertiser out of each individual agent have begun to bring results.

The Chicago office is experiencing an unusual degree of activity for this season of the year. This is due very largely to a necessary increase in the force, for the purpose of sending out large quantities of advertising and the addition to our staff of traveling representatives for an unusual volume of business. That part of the office formerly occupied by desks for the different representatives has been set aside for the use of new clerks.

Mr. Jas. G. Welland left January 14th to take up his new duties at Kansas City. All of us wish him success.

The orders for The S-W. Co. Varnish received up to this time have been liberal and are sent in from every territory. The reports obtained from our representatives lead us to believe that all of our customers are gratified to be able to obtain this line of goods from us and under our name.

Mr. Webber spent a portion of the holidays recuperating at West Baden Springs.

Eastern Division Notes.

We write the year "1900" with stronger confidence in our products and a more hopeful enthusiasm than ever before. Our trade since the convention has opened with great

Push Kopal.

encouragement. We have secured nearly double the number of direct orders we did in the same time a year ago, and our representatives on every single territory write of good prospects. Our increased number of new S.W.P. agencies is a most hopeful feature, and we believe that the other Divisions of The S-W. Co. are meeting with the same success to even a more liberal degree.

Our quarter-pints Family Paint seem to be taking well. We put in what seemed to be a fair supply, but already have had to re-order a second time.

Our new Q. D. Century Red promises to be popular. We find it fits in a good many places.

Dry Vermilions seem to have started on a boom with our dealers' trade, and our new Carmenta takes well.

Mr. Soverel is laid up with a sprained knee, but we hope he will be about again in a few days.

We cannot help being full at this time of good New Year resolutions, although we have never believed in carrying more mortgages of this kind than results would be likely to warrant. We do, however, regard the year 1900, which, by the way, is a part of the present century, as big with promise as well as opportunity, and we believe the successful man must be in it, as well as of it. We must make larger sales. Expansion is our rule. We must far exceed the

past and set high models for the future.

Canadian Division Notes.

Our General Superintendent spent a few days with us last month, and returned home via New York. He found it necessary to purchase a pair of rubbers when here owing to the wintery weather!

We were pleased to receive a short visit from Mr. Richardson again, the first time since his illness, and we were glad to see him so much improved. His visits are always looked forward to with great pleasure by all, not only for his genial personality but also for the nice railway orders he always hands us before leaving.

Messrs Lacasse and Vincent were both here and remained until after the first week in January. They have both made a splendid beginning, and feel very enthusiastic about 1900 beating all previous records.

Mr. Ballantyne left for Halifax and St. John, N.B., about the 10th of January, to meet Mr. Donnison, and will be absent for about ten days.

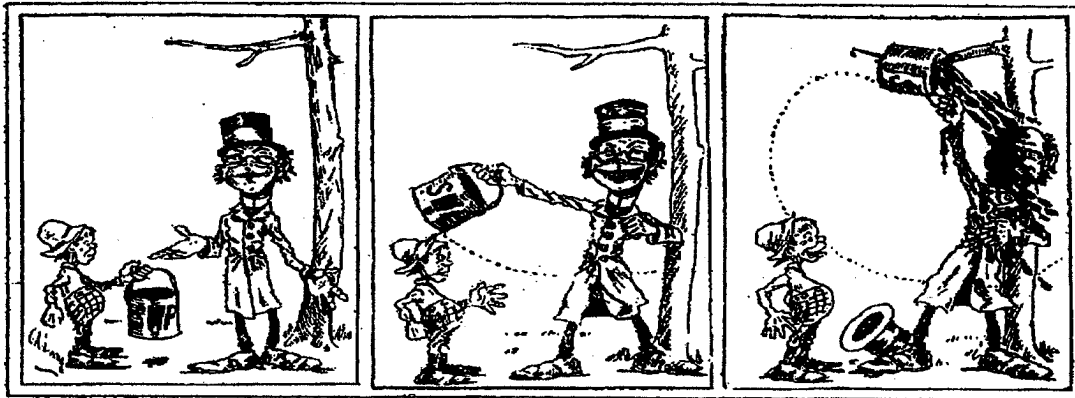
Business keeps up well for this season of the year.

We received a letter from Pte Jos. F. Gorman, written on board the SS "Sardinian" on the way to South Africa. Mr. Gorman was formerly one of our packers, but left with the Canadian contingent for South Africa.

There is also with this same contingent W. Wilken and R. Price, both

How many new agents have you secured?

S. W. P. Covers the Professor.



Professor Glasses—Give me that pail of S.W.P., James, and I'll give you an illustration of that wonderful principle we call "centrifugal force."

Now, as I swing my hand, you will observe that when it reaches its highest point the pail will be upside down, but not a drop of the paint will be spilled.

!!xxx?!!\$!

—Adapted.

of whom were formerly in our Packing Department. Mr. Gorman reports that all are well, and looking forward with a great deal of interest to their arrival in Cape Colony, as they are eager to get to the front.

We received an inquiry for "Paint Points" taken from a paper published over two years ago. It's pretty hard to limit the life of a good ad.

One of our Christmas turkeys went to Mr. Wm. L. Ross, brother of our Mr. Ben. D. Ross. The following letter was received in acknowledgment:

Hamilton, Ont., Dec. 17, '99.
The Sherwin-Williams Co., Montreal.

I have the pleasure of acknowledging receipt of your kind letter of 20th inst., and the safe arrival of one of the

primest turkeys, in quality and quantity (with cranberries), which we have had the pleasure of partaking of.

Like your paints, the turkey "filled most, and looked best," as you said, but, unlike such paints, it did not "last long"; however it was duly honored by being disposed of in a house covered by your paints.

I have written Ben to redouble his efforts to bring his territory well to the front this year, and trust he will continue to merit your regard.

Yours very truly,

Wm. L. Ross.

New England Division Notes.

Our representatives are now hard at it and we expect the first quarter to prove a hummer. They were all in for the holidays and reported everything promising on their territories.

How many cases Kopal have you sold?

Business good. The old year closed with a rush, the last week showing a gain of 161 per cent over corresponding week last year.

We are now busy getting our new quarters in order and are pretty well settled.

One of our painter friends reports that with one gallon Gloss White he covered over 800 sq. feet, one coat.

Varnish business coming. One of our best S.W.P. agents put in an order for the full line. It was a nice one.

Pacific Division Notes.

Our stockkeeper, Mr. Angell, went out the other day to buy some hardware which we required for the warehouse and landed a customer.

This Division is to be known as the Pacific Division hereafter instead of "Pacific Coast Division." We do not intend to limit the field of our operations as the old name would seem to indicate.

Our first carload of stock, shipped from Cleveland on December 9th, arrived here December 28th. The second and third cars shipped have also arrived and are being promptly transferred to our warehouse.

A Big Hit.

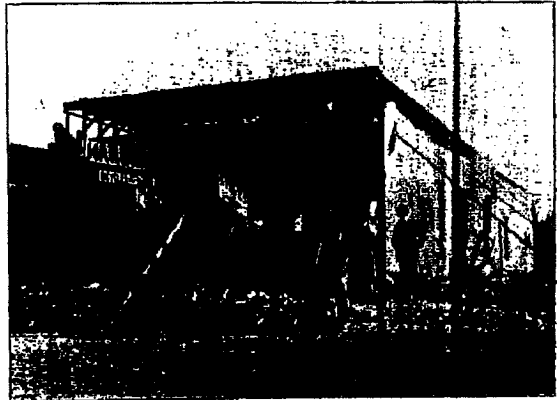
We have made a big hit with "Kopal."

It has "caught on."

We expected a ready sale for it, but so far the results are beyond our anticipation. Mr. Parsons who sold in almost every place visited on his way to the Pacific Coast says, "It's

The accompanying photograph of the results of the recent earthquake at San Jacinto, Cal., shows the hardware store of our S.W.P. agency there, E. Mead & Co. While badly shaken up, as you can see, they recovered their poise and equanimity, and gave us a good order for The Sherwin-Williams Products.

E. T. PARSONS.
Los Angeles, Cal.



Kopal,
SELL IT.

New agents,
GET THEM.

the easiest thing I ever sold and is a splendid wedge for introducing the other lines of varnish." Mr. Fasquelle leads in sales and had up to the 1st of January placed 24 assortments. Mr. Fasquelle has always been very successful in introducing a new line, because he *himself gets interested* in it and has the ability of imparting his own enthusiasm and confidence to others.

There is no article we have ever put on the market that better deserves your confidence, that better deserves your attention, than Kopal. Do not lose an opportunity of getting it placed in every town you call at. If you haven't placed much yet go at it again. It'll prove a winner to you and your agents, help your sales and theirs; help our reputation and theirs. Let us have larger and larger sales as the season advances.

Record of New S.W.P. Agents.

The great efforts being put forth for securing new agents have so far met with most encouraging results. We have never had anything like the number of new agents on our books at this time of year.

The new men are doing good work in this direction and the "old fellows" will find themselves hard pressed to keep in the lead.

On some territories there are still blanks, but the year is young and we expect when another month passes, every territory will show a goodly number of new agencies. Now is the time to get them in line, so they will

be posted on our goods and methods when the spring trade opens up.

The first position in each Division up to Jan. 1st is occupied as follows, and we offer hearty congratulations to these gentlemen:

Canadian Division,	
R. Vincent,	<i>7 new agents.</i>
Western Division,	
E. S. Donnelly,	<i>6 new agents.</i>
Central Division,	
L. J. Fasquelle,	<i>5 new agents.</i>
Eastern Division,	
M. B. Millsbaugh,	<i>5 new agents.</i>
New England Division,	
E. H. Webster,	<i>2 new agents.</i>
Pacific Coast Division,	
	<i>0 new agents.</i>

A Good Thing Put to a Good Use.

There are times when even the best of salesmen does not care to make a call, because he does not feel like talking—is not in the mood for it, and argues that he cannot, at such a time, do justice either to himself or to the house which he represents. An old veteran may hold that, in such a case, it is worse than useless to make the call. There are points on both sides of the question. Granted that he is right, however.

In order to save time, the best thing to do is to cast about for the speediest cure for that mood. Let him take up a copy of THE CHAMELEON and start to read. As a mood-changer it has no equal, on every page there is something which makes one feel like being up, and out, and at 'em. Before he has finished that's where he will be.

A Happy and Successful New Year to THE CHAMELEON, and to those

Every new agent means a victory.

whom we have to thank for its existence.
LEWIS M. WILLIAMS.

Visitors to the Cleveland Plant.

December 18, 1899.—Wm. T. Fulton, Secretary and Treasurer of The Richland Buggy Co., Mansfield, Ohio. Mr. Fulton expressed himself as very much surprised with the extent of our plant, and complimented us highly on the evidence everywhere of thorough organization and system in our work.

December 27, 1899.—Mr. Max. Pooler, Austin, Minn.; Rev. F. W. Smith and his son, Boston, Mass. The Rev. Mr. Smith, who was conducted through the plant by Mr. Sherwin, after making several remarks indicating his surprise at the immense size of the plant and the general condition of cleanliness everywhere manifest, said that what really impressed him the most was the fact that each and every one of our employes whom he saw during his trip, was busy. "Not an idle man, woman or boy in the whole place."

December 28, 1899.—Mr. Waite, connected with H. J. Willment, our agent at Plymouth, O.

Mr. Clark of Clark & Birrell, Kinsman, O.

Mr. Pooler, of Austin, Minn., who is attending Case School of Applied Science of Cleveland.

January 3, 1900.—Fred H. A. Hahn, a dealer in paint in Toledo, O. "Will come again and bring my friends."

C. D. Morck, manager Twin City Paint Co., Minneapolis, Minn. Mr.



A good window by T. W. Davis, Ripley, Ont.

Morck, who is a native of Norway, has been selling our paint in Minnesota for several years. A more enthusiastic agent never favored us with a call. He has been a careful reader of "The S. W. P." and was therefore familiar with many parts of the plant. It is needless to add that he was intensely interested in all we had to show him and that he believes he is now better prepared than ever to "sound the praises" of S. W. P.

New Years Greetings Appreciated.

The Sherwin-Williams Co.

Gentlemen:—I wish to thank you for your very kind New Year's Greeting and I sincerely trust your wishes will

Kopal is a good thing—Push it along.

be carried out, far beyond your expectations.

Returning to you all the compliments of the season and the wish for further prosperity, I remain

Yours very respectfully,

W. B. WISE.

The Sherwin-Williams Co.

Gentlemen:—It is with great pleasure that I embrace the opportunity to wish you all "A Merry Christmas and a Happy New Year," and also add the wish that "may a bountiful success attend your efforts for the new century." Yours very truly,

J. H. VANCE.

The Sherwin-Williams Co.

Gentlemen:—I beg to thank you for your very cordial New Year's Greeting and wishes received a few days

ago, and I heartily return the same kind greeting and wishes to you.

It has given me great pleasure to be associated with your great business family, and I assure you that what is faithful to you is my desire to give.

Hoping for your very acme of prosperity this year, I am

Very respectfully yours,

ARTHUR I. FRANKLIN.

In view of the general increase in business in other departments it is interesting to note that the P. & A. Department is in line. The work for 1900 in the printing office alone shows a big growth.

Printing orders received from
Nov. 1st to Jan. 13th, 1898, 556.
Nov. 1st to Jan. 13th, 1899, 659.
Nov. 1st to Jan. 13th, 1900, 802.

A Drummer's Dream.

BY "JACK".

YOU know, boys, Convention week cannot be called a picnic. With sessions commencing at 9.30 o'clock in the morning and lasting until 5 in the evening, with only one short intermission for lunch, it is constant work all the time. It is hard work, too, and when Saturday evening arrives and the farewells have been said, a tired, but jolly, lot of men take their seats in the Pullmans.

Is it any wonder, then, that I, a new man and utterly worn out in body and mind, should fall asleep and dream of Cleveland, S.W.P., Varnish and all the other things relating to our business? I am not ashamed to say I did dream, and I want to relate one part in as few words as possible.

I thought I had just started out on my spring trip and had arrived at a city which I did not know was on my

territory. It had every appearance of being a large and populous place, and was surrounded, much to my astonishment, with a high wall, in which there was only one gate. This gate was closed, and fortunately for me I did not try to gain admittance, for I soon learned that while it was easy to get in, it was impossible to get out. In answer to my knock a man appeared, whom of course I did not know, but I seemed to have some vague recollection of having seen his face somewhere.

He was genial, and without doubt a man of business, and it was soon evident *had a thorough knowledge of*



the world. In the course of our conversation he informed me, among other things, that he was born in San Francisco and raised in Chicago. He had traveled all over the United States, but knew nothing of Canada, in fact, had never heard of such a country, which I thought strange. He asked me in a most polite and courteous manner my name and business, and I told him I was selling paint, and showed him my convention button. I naturally asked him what my prospects were of getting an order, and he smiled and replied, "Young man, you are all right, you have nerve, you represent a fine house, but I must tell you *that your goods are too good for this place.* The only paint my people clamor for is *water paint*, and I hope to see my way clear to buy some soon."

I thanked him for the interview, gave him a cigar and continued my journey, consoling myself with the thought, that *there was only one place* where S.W.P. could not be sold.

Shortly afterwards I arrived at

another city, much larger and more important in every respect than the other. At the gate I met an old man, evidently from the Province of Quebec, who knew me at once. He told me he had been waiting for me many years, and was glad I had come at last. He had heard of S.W.P. through some of the people who had used it in other days so successfully.

"We use only the best here," he said, "and I will give you an order to start with of 10,000 gallons Gloss White."

I was just about to show him our new "Covers the Earth" sign when the brakeman went through the car shouting, "Buffalo", and I woke up. What a come-down! I tell you, boys, it was tough. Dreaming of heaven, only to find Buffalo! I felt like asking someone to let me off. I vowed then and there, to keep "wide-awake" in future; and the next time such an order is offered me, I hope it won't be "a dream".

Montreal, Dec. 20, 1899.

The Characteristics and Uses of Zinc White.*

BY BLANC DE NEIGE.

ZINC White, whether produced by the French or the American process, is a snowy white, impalpable powder, with a specific gravity of 5.6, thus being specifically much lighter than white lead, of which the gravity is about 6.47. It is also much bulkier than white lead, a cubic foot

weighing about 60 pounds, as compared with 180 pounds for the latter.

Under the microscope it proves to be composed of very small particles, while the ultimate particles of white lead are comparatively large. This fact accounts both for its great volume and for its excessive capacity for absorbing linseed oil. To grind zinc white into the paste form it requires about 22 per cent by weight of oil, while to reduce white lead to the same condition requires only about 8 per cent of oil. When reduced to the form of liquid paint ready for the

* This is the last of two articles on zinc white written specially for THE CHAMELEON. "Blanc de Neige" is the nom de plume of a well known writer who has given particular attention to the study of zinc and its uses.

"The Manufacture of Zinc White" appeared in the issue of December, 1899.—*Editor.*

brush, the zinc white paint will contain about 45 per cent of oil, the white lead about 30 per cent. The volume of the zinc paint will also be very much greater. Furthermore, since white lead consists of a varying proportion of the hydrated oxide of lead (from 25 to 40 per cent) combined with lead carbonate, and since all hydrated oxides of metals act as caustic alkalies, the white lead contains an ingredient which strongly attacks the linseed oil and forms a lead soap therewith. This accounts both for the easy working qualities of white lead and for its lack of durability—the oil, on which the durability of any paint largely depends, is saponified and destroyed by it. Zinc white, on the other hand, is a stable oxide, which at ordinary temperatures, is incapable of combining with oil to form a soap. Zinc white, in other words, is practically an inert pigment, and owing to its finely divided condition, is a voluminous absorbent of oil.

This oil-carrying capacity may be illustrated in another way. White lead in the condition of prepared paint will cover less than half as many square feet of surface as an equal quantity zinc white in the same condition.

Zinc white is also quite as stable in the presence of the chemical colors as in the presence of oil, while white lead, owing to the fact that carbonates are easily decomposable and to the additional fact that hydrated oxides are active chemical reagents, is prone to combine chemically with almost anything subject to decomposition. Thus while zinc white remains unaffected by the acids in water, by sulphuretted hydrogen, the products of combustion, etc., white lead is very sensitive to them, and as such

emanations are everywhere present, pure lead never remains white, and lead in combination with colors generally either bleaches or darkens them. This difference may be easily and speedily shown by painting one end of a board with a tint of Prussian blue or ultramarine blue and white lead, and the other end with a matched tint in which zinc white is used instead of white lead. After a brief exposure to the weather the color in the lead tint will be practically destroyed, while the zinc tint will preserve its original freshness for years.

A familiar characteristic of white lead is its tendency to crumble from the surface, popularly known as chalking. As we have seen, white lead saponifies a portion of the oil with which it is mixed. In the presence of moisture (rain, fog, etc.) this process continues; the lustre of the oil disappears, the powdery surface is washed or blown away, exposing the underlying particles of paint, which in their turn undergo the same disintegration, until, within a comparatively short time, the coating is entirely gone. Zinc white, on the other hand, adheres with wonderful tenacity, and endures with its original gloss for years. Were it possible always to apply it under proper conditions, pure zinc white would be the ideal paint. As the paint manufacturer cannot control conditions, he takes advantage of the essential value of zinc white, without incurring the risk of its failure from improper use.

It is also familiarly known that white lead is a deadly cumulative poison, while zinc white is innocuous. It is true, therefore, that any paint is poisonous in proportion to the percentage of lead contained in it. This noxious quality becomes serious in a paint which disintegrates and is blown

about by the wind; but if a paint containing lead (such as the better class of combinations) is not subject to chalking, the danger is minimized.

In view of the foregoing, the use of zinc white in paints is readily understood—to increase the percentage of oil and reduce saponification; to give purity and permanence of color; to increase the durability of the paint, and further economy by increasing its spreading capacity. For it should be remembered that a properly compounded paint containing a correct (and correct here means "large") proportion of zinc white, will hold its color, will not lose its gloss nor chalk off, and will cover more surface per pound of pigment used than any paint without it (except the carbon blacks).

The real value of lead lies in its two characteristic defects, saponification and opacity. The latter is a defect because due to low oil carrying capacity. A slight saponification aids

in spreading the paint, and the reduction of the excessive oil carrying capacity of zinc reduces the number of coats necessary for obscuring surfaces.

From long experience paint manufacturers have learned that pure white lead cannot be made into a good paint, and from the results of practice they have generally agreed upon zinc white as the best known pigment for remedying its defects. The particular formula adopted by any given manufacturer depends upon the extent of his own knowledge of pigments and the extent of his own experimenting. One combination paint is better than another in proportion to the superior information and equipment of the manufacturer; but it can be laid down as a comprehensive fact that most combination paints contain zinc white, and that such as are ground in pure linseed oil are more durable, more economical and in every way more satisfactory than "straight" lead.

A Factor in Success.

IT is suprising how small a matter may help or hinder a man's progress. No matter where a man is, or whether it be during office hours or not, he is watched, and his actions may mean much to him one way or another.

The writer was in the office of a progressive commission merchant yesterday when an agent called. The merchant treated him in the ordinary business way, and gave him an order. The transaction seemed quite ordinary until after the man had gone out, then the merchant turned to his partner and said: "I didn't particularly want to buy that—, but I saw that man three or four times in places that I liked to see him, and felt when he came in that I should give him an order."

The incident is significant. The agent took his order and went out, little realizing that it was his actions out of business hours that were responsible for the sale.

There may be a touch of sentiment in this action; but, notwithstanding the remark attributed to a prominent politician, that "business is business," there is more or less sentiment in every business man.

From the standpoint of business principles alone, however, it is the best policy always to remember that one is judged, and that as success is due, to a considerable extent, to the opinion in which we are held by our fellows, our lives should at all times be such as to commend ourselves as trustworthy, able and energetic.—
Canadian Hardware and Metal.

