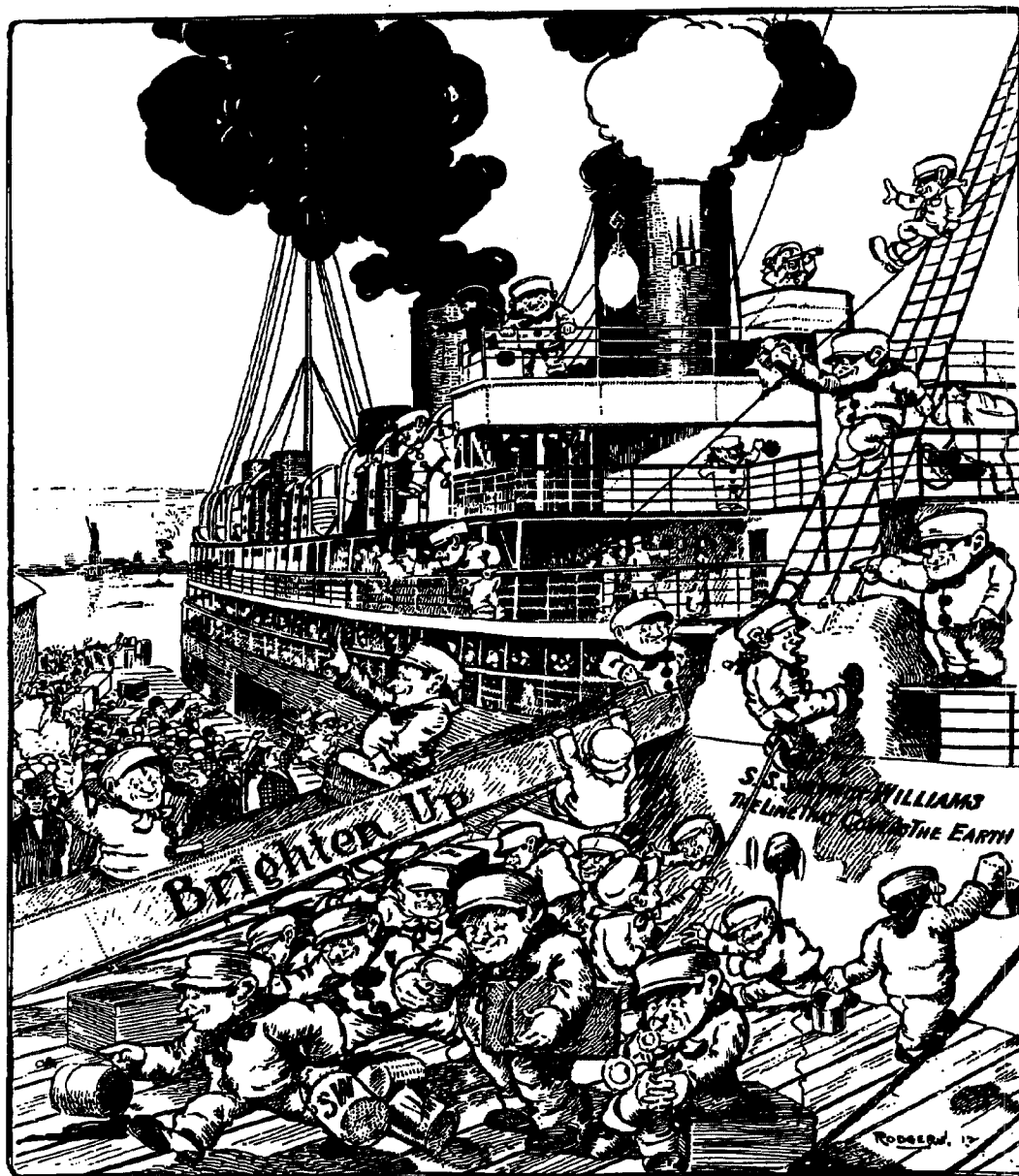
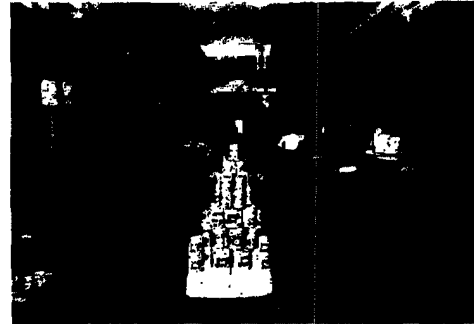


The SWP



Little Paint Men's Tour of the World. Leaving New York

A Few Exteriors and Interiors of Our Progressive Agents' Stores



Two Attractive Displays

Store of H. Brooksbank, Springfield, Missouri

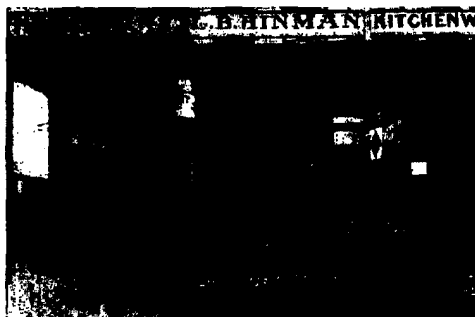
Store of Nathan Ames, Quincy, Missouri



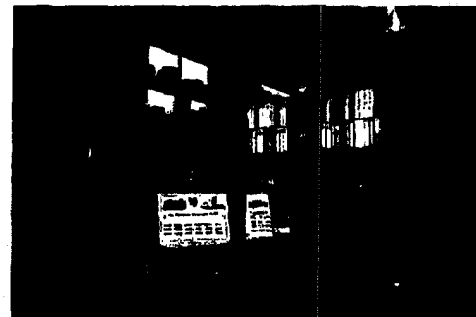
*The Orange Paint & Hardware Co. of West
Haven, Connecticut, sells Paint.
You Know the Line*



*Hardware Store of Dickson & Co., Newcastle,
Pennsylvania. Note the Roomy Windows*



The Exterior



The Interior

L. B. Hinman Co., Hardware Store, Sacramento, California

The S W P

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Volume XIV. No. 3

APRIL, 1912

Brighten Up Week a Huge Success

Enterprising Agents Enthusiastic Over Prospects



THE Spring Campaign issue of *The S W P* had not been out 24 hours before letters and telegrams began to pour in from all sections ordering the full-page electrotypes, the Brighten Up Week banners and other advertising. We had expected many orders, but the results were far beyond our most sanguine expectations, and we had to work overtime to get everything out.

This Brighten Up Week Campaign seems to be just the thing our agents were awaiting and they are enthusiastic over the prospects for business this Spring. The Brighten Up Village window trim is a winner. Our agents are using about twice as many full-page electrotypes as in any previous year, and the whole Brighten Up Week plan is being carried out successfully. We want every S-W Agent to advertise in his local newspaper this Spring, if not by using the full page, at least the smaller advertisements shown on page 5 of this number.

Many of our agents have been successful in inducing their city authorities to adopt a general Brighten Up Week and are conducting individual campaigns among their customers. We have received several good letters and folders which are being sent out by our agents.

The season is yet early and those agents who have not had the time and opportunity to push Brighten Up Week should not feel that it is too late. Every agent should carry on a vigorous campaign throughout the entire Spring. The Brighten Up Week window display can be kept in the window for several weeks, as it offers possibilities for many different and attractive arrangements which the ingenious window-trimmer will easily discover. One of our agents has built a model town in his window by making imitation mountains from painted canvas and borrowing small wooden dolls from the local toy-shop.

For the grass he has sawdust dyed green, with sand for the paths. At night the houses are illuminated by small electric bulbs.

Let us know what you are doing with your Spring Campaign. We want to get some ideas which will help us in working out future plans and are always anxious to know what our good agents are doing. We still have several of the full-page advertisements left and a quantity of the Brighten Up Week banners and stickers.

If you need any of this advertising, write to us at once and we shall send it to you.

Remember the way to get business is to go after it.

Is Your Paint Business Paying?



Mr. L. W. Wolkott

HOW frequently in making the rounds of the trade we hear some dealer say, "My paint business does not interest me particularly—there is not enough profit in it." You do not have to dig deep in your investigation to find that he is basing profits on the sale of Prepared House Paint, Lead and Linseed Oil only. Right here it is pertinent to ask, do you base the profits of your hardware business on nails, stoves and several other staples we might mention? We doubt it—neither should he consider solely Prepared House Paint, Lead and Oil, the staples of his paint department, when ascertaining whether it is paying him or not.

The writer was once called to a town to see one of our best agents, who had about decided to discontinue his paint department. The belief that it was unprofitable was based upon his percentage of profit on Prepared House Paint, which he figured at 17 per cent and it was costing him 20 per cent to do business. This worried him and he thought he was losing money. Together we checked over his invoices for the two years previous with his selling prices and found that the line as a whole was paying a net profit of 39 per cent instead of his supposed 17 per cent.

Quite naturally he was surprised, for he had never realized that such a large percentage of his SWP sales was on quarts and halves, the more profitable sizes, and shelf goods such as Floorlac, Buggy Paint, Varnishes, etc., which are more salable in the smaller packages and net a splendid profit. Needless to say, this man was not slow to realize that he had overlooked a good thing in paying so little attention to his paint sales, and was not only willing but anxious to take advantage of my suggestions to develop his paint business. The additional interest and attention put forth in this direction resulted in more than doubling his sales the following year.

Our investigations from time to time show that the cases are very remote where the dealer's profit averages less than 30 per cent. A well-conducted paint department should produce a considerably better profit, and in nearly every instance where we find less than a 30 per cent profit there is no one party directly responsible for the paint end of the business.

Is your paint department being looked after by one particular clerk? No? Then why not turn it over to one who has shown an aptitude for selling paint and encourage him to take advantage of the selling and advertising helps we offer every month in *The SWP Magazine*? That clerk will take pride in his special job, and he will learn to concentrate—the secret of successful selling. Our representative will be glad to take him aside and thoroughly post him on the best way to go after the paint and varnish business.

Too many retailers make their paint department a side line. There should be no side lines in any business. Your paint department can be made one of the most profitable branches of your business and will bring more new trade to your store, with little effort on your part, if full advantage is taken of our dealer helps.

Huntington, Mass., March 8, 1912

Publishers of The SWP,
Cleveland, Ohio

Gentlemen:

I am always interested in reading the numbers of The SWP that come to me. I cannot refrain, however, from criticising in a very friendly way the clerk mentioned on page twelve of the Jan.-Feb. number. I will venture to say that the woman never came in the store again after being loaded up with a lot of things that she didn't intend to buy. When she got home and away from this hypnotic salesman, she was mad clear through. Of course, if you don't ever care to sell a person but once, that is the right way to proceed, but if you want them to come back, be careful.

Yours truly,

A. H. STANTON.



These are the Brighten Up Days

This is brighten up time! Away with Winter's gloom and dirt. Make your home—inside and out—bright and cheerful for Spring. Touch up all the worn and dingy places with Sherwin-Williams Paints and Varnishes and make them permanently attractive and sanitary.

It's surprising what a lot you can do with a can of the proper paint or varnish, an inexpensive brush and a little energy—if you know how.

Let us give you suggestions.

The Brighten Up Store

No. 717



Hints to Industrious Housewives

Sometimes you want to brighten up your home and make the furniture, the walls, the floors, bright and cheerful, but don't know just how to go about it.

Then you should come to visit me. I've been so long in the paint business that I can tell how to make your home spic and span at a small cost.

An inexpensive brush and a can of the proper Sherwin-Williams Paint or Varnish does the trick.

Let me show you how easy it is.

The Brighten Up Store

No. 722

The Number of Cut Shown (Actual Size) is Indicated in Corner



Looking Into the Future

Because your home looks sound and secure, do not overlook the importance of protecting it with good paint. The rains and dampness will effect the wood before you realize it and the first signs mean the repair man.

Look into the future! Give your home a coat or two of Sherwin-Williams Paint. Made from pure white lead, zinc, linseed oil and turpentine. Mixed and ground finely by powerful machinery. It's the most economical paint on the market.

Call for color-card and prices.

The Brighten Up Store

No. 519



It's Cheaper to Paint than Repair

Folks sometimes think they save money by not painting their homes. That's a mistake. Unless properly protected, the rains and sun and snow and damp will gradually cause decay—then you need the repair man.

Sherwin-Williams Paint will brighten up your home and lengthen its life. SWP is the result of over 40 years' scientific paint-making. Regular colors—.....per gallon.

The Brighten Up Store

No. 725

Here are a few suggestions for your Spring Advertising. Write to Editor, "The S W P," 601 Canal Road, Cleveland, Ohio, and we shall send you cuts to fit your space. Also, if you would like us to prepare special "copy," tell us the size space you will use, the goods to feature and how often your ad will appear. There is no charge for this service—it's a pleasure to help our agents

Precautionary Honesty

SOMEONE has said that conscience is "the accumulated caution resulting from countless generations of human experience." This might be all right if all honesty were but precautionary. But it does not allow for that deep spiritual honesty that compels a man to be honest with himself in the absence, and regardless, of all outside things. It does not account for the honesty of the artist who craves perfection and who torments himself over the inadequacy of his efforts.

It is interesting to study men just to see how often they hold honesty as a basic principle emanating from a deep spiritual consciousness of its beauty and necessity in the composition of a human personality. It is a fact that very many people hold honesty to be the best policy—out of precaution—instead of honesty, the best and only principle. To such, a relaxation of honesty when they are in no danger, and are likely to profit, is easy. You may ask many very reputable people why they are honest, why they would not do certain things and they will tell you because it would be wrong. But if you ask them why it is wrong, it is often likely that they will tell you because it would mean social ostracism, or criticism and condemnation from their friends. With them honesty is simply a policy.

Such people are quick to condemn every act in their fellows that does not dovetail perfectly with conventional and social usage. They are in mortal fear of such criticism themselves and therefore exaggerate every offense, never allowing for the complicated network of human relations in which some people become entangled, and to undo which, they are obliged to take a bold course and smash a few of society's rules.

In this world it is best to think twice before publishing your surmises about the other fellow's conduct, and surely it is better always to act on principle rather than policy, though, thanks to man's timidity, it is good to have a policy when we are incapable of having, or understanding, a principle.—*The Caxton.*

Co-Operation

By L. H. Schroeder, of Weeks Hardware Co., Scranton, Pa.



FROM our experience we believe the best method of securing co-operation in a retail business to be as follows: The manager of each department must secure as much practical information as possible about the goods he has to sell, and in the retail business this information is obtained largely from visiting salesmen who know their goods and talk them.

Secondly: After acquiring complete information it is then essential that the heads of the departments coach the clerks and acquaint them with all of the talking points of the particular goods they are to sell. This creates an interest in the goods among the clerks that they otherwise might not have, and gives rise to the all-important factor, co-operation.

Thirdly: The proprietor of a modern and well-governed store may nourish this spirit of co-operation by maintaining a congenial attitude toward his clerks at all times.

Fourthly: True co-operation, on the part of the force, in the study of the goods for effective presentation to the customer coupled with a study of the customer himself; the approach, the arguments, and finally the actual sale, will go far toward making any business a successful one.

In our own work, we have found that enthusiastic co-operation developed the sale of articles to such an extent that individual departments were established and devoted entirely to their sale.

And it has also been our experience that earnest co-operation on the part of the force has resulted in a mutual benefit to the proprietor, manager, and clerks.



Get the Customers' View-Point



MODERN retailing implies more than the mere buying and selling of merchandise. The successful merchant of the Twentieth Century no matter whether he lives in the large city and employs a force of hundreds of clerks or keeps a small store is not the one who operates his place of business simply as a medium for the exchange of goods for their equivalent in money. This is the age of scientific merchandizing. Business is now conducted along bigger, broader and more progressive lines than ever before and the merchant who achieves success is the one who offers his customers the highest degree of intelligent service.

Service is a factor of the most vital importance in business. Its effects are far-reaching and work invisibly throughout all hours of the day. It creates that something which cannot be bought, yet without which no business succeeds—good-will. Merchandise of the best quality, prices gauged proportionately, progressive business methods and service form the combination which is responsible for the success of America's kings of merchandizing.

To define service is a difficult task. It is that intangible something which necessitates the putting of yourself in the place of the customer and moulding your methods of doing business so they conform with his desires. It is made up of so many little things and courtesies that at the time seem of little consequence, but which nevertheless create a distinct and lasting impression on the minds of your customers.

Service is the force which compels the customers to trade with you. How often do prospective buyers pass by several stores of a similar character to purchase an article simply because the merchant "further down the street" is a little more courteous, his smiling "Good morning" a little more cheerful, and his manner a little more anxious to please than other dealers? This is merely a phase of service: little trivial details which may pass unnoticed by many storekeepers, are the things that count.

Some time ago the proprietor of a successful hardware store gave the following sound

advice: "Every once-in-a-while," he said, "the live merchant should try to forget he is the proprietor, put on his hat and enter the store as if he wishes to make some purchase. Then he should use his mental apparatus to analyze things about him, not from the point of view of the man inside, but from that of the casual customer entering his doors. What is his first impression on entering the store? How long is he kept waiting before being attended to? Is there anything to occupy his mind while the clerk is serving elsewhere, a show-case containing cutlery or silverware, or electrical devices, or something else which interests him? Then, is the clerk who waits on him, courteous, obliging and onto his job? Does he know the ins and outs of the articles for sale?"

"The simple practice of looking at my place of business through the eyes of my customers," continues this merchant, "caused me to make several radical changes for their benefit, and incidentally helped me to increase my business and profits."

Service embraces deliveries, promises, guarantees, refund for unsatisfactory purchases, etc. If a purchase is made, the clerk should be sure to explain the proper use of the thing bought instead of merely being anxious to ring up the amount on the cash-register and have it done with. Quite often a customer will buy some little article and not knowing the proper way to manipulate it, condemn that device as being a "fake." Customers will come to look upon your store as a place for practical information if you teach them to. When the clerk says the order will be delivered at a certain time, he should take especial care to fulfil his promise. If he fails to do so, the customer will lose confidence in him, and this sooner or later resolves itself into doubt and distrust. How often does it happen that when a merchant secures a new customer he is prompt in deliveries and always willing to extend favors, but as soon as his trade is established, these things drop off. Why shouldn't the progressive merchant treat every patron as a new one?

Perhaps one of the most fruitful reasons for losing customers is in the matter of handling complaints for purchases which are unsuitable. Frequently people are unreasonable in this re-

gard; the fault is theirs, but nevertheless the merchant should not hesitate to exchange the article or refund the price of the purchase. And not alone do this, but refund it cheerfully. It is of little use to hand back money with a dark gloomy look; but many instances are known where the permanent trade of a customer has been won simply in the manner of dealing with a complaint. A pleasant smile and a few words to the effect that you want your trade always to be satisfied, will often accom-

plish wonders in creating the feeling of confidence in your business methods.

There is no other field of human endeavor which offers such scope for the keen study of mankind or analyses of business methods as retail merchandizing, for the proprietor and his clerks come in contact with all classes and conditions of people. Retailing is rapidly becoming a science, the first precept of which will be "Look at things through the eyes of your customers."

An Advertising Plan that Brought Results

WE ARE always glad to pass along advertising and selling schemes that have been used successfully. There is often the possibility that they can be used to advantage by some of our agents. A well-executed, profitable campaign recently conducted by C. W. Settle Lumber Co. of Clark, Missouri, is outlined in the following:

The first feature was an anonymous postal card that served to arouse the attention and interest of the prospects. It requested them to be on the lookout for an envelope marked



SIZE 48 INCHES HIGH BY 26 INCHES WIDE

Have You Used Our Moving Sign?

IF YOU haven't used one of our Little Paint Man Moving Signs in your window, write to our local office for one without delay. The accompanying illustration gives you a general idea of their attractiveness, but you have to see one set up and in action before you can appreciate its real value. No passer-by will fail to look into your window if you display one.

Things to Remember

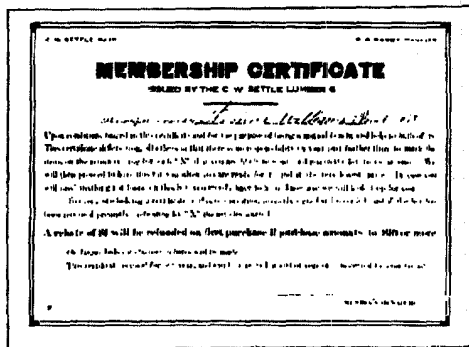
Study thyself!

He that does not know how to learn from his own mistakes turns the best schoolmaster out of his life.

A man progresses just as long as he is willing to learn.

The man who puts not his shoulder to the wheel may never have a carriage to ride in.

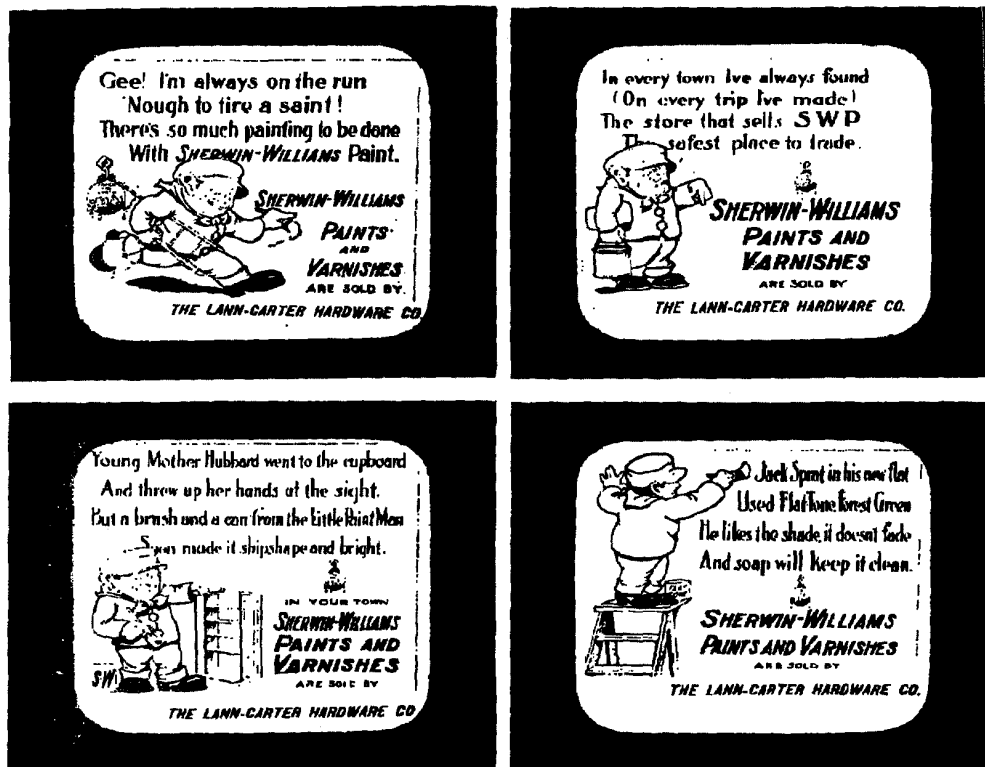
A man who is afraid of work must be brave enough to meet poverty.



with a big red "X." The envelope was to contain a communication that would be of importance.

Four or five days after the cards were mailed, when those who received them were beginning to wonder where the cards came from, the certificates illustrated above were sent out in envelopes marked with the red "X."

The proposition offered by the C. W. Settle Lumber Co. was a rebate on purchases made by certificate-holders. The same plan can be used without change, or it may be modified to conform to one's own ideas.



Write to Editor, The S W P if you want this set

Moving-Picture Show Advertising

New and Profitable Style of Advertising for Our Agents



THE latest, and one of the most profitable forms of publicity for the retail merchant is moving-picture show advertising. The popularity of these places of entertainment is remarkable, and is not restricted to any section of the country or a certain class of people. Rich and poor, young and old, alike, delight in attending the five and ten-cent theatres. The arguments in favor of this kind of advertising are many. It is economical, the cost varying from \$3 to \$5 per month, depending upon the capacity of the house in which the pictures are shown. Then, the attention of the patrons is focussed upon the advertisement when it is flashed on the

screen, and being practically the only light in the house, every word of your advertisement will be read. Also, the public are enjoying themselves—and you can always interest a man or woman easier when he or she is happy. Women make up a large percentage of the attendance in these shows and of course they are your best customers.

The lantern slides which we have prepared for our agents are very attractive as will be seen from the reproductions shown above. They are tinted in five or six colors and neatly imprinted with the name of our local agents. This advertising will not only increase your sale of paints and varnishes, but bring customers to your store for other merchandise.

Questions and Answers

Some Pertinent Queries

(Ask Them Yourself)

*Did you send in your
list of prospects for our
Personal Letter System?*

*Is our Window Dis-
play telling the passers-
by that you sell the kind
of Paints and Varnishes
they want to buy?*

*Have you sent in any
request to our Decora-
tive Department for ar-
tistic color suggestions to
be mailed your custom-
ers, free?*

*Is your Spring News-
paper Advertising pull-
ing?*

*Are all your Advertis-
ing Features displayed
so they will be readily
seen?*

How's business?

The Merchant Who Doesn't Care

*No, too busy. Will do
so later if I remember.*

*Couldn't find the time
to put it up.*

*Nobody wants any
suggestions. Besides, I
don't understand your
system.*

*Everybody here knows
me, so why should I ad-
vertise?*

*Guess so. There's a
package in the cellar not
opened yet, though.*

Paint trade poor.

That Live, Progress- ive Fellow

*Sent you a list of 30
names. Already sold 17
jobs.*

*You bet! I have the
best-trimmed window in
town.*

*Interested our local
banker. He will spend
about \$75 for paints and
varnishes.*

*Used the full-page ad
at first. Now smaller
space. Pulling fine.*

*Display everything
you send. Mail some
more color-cards.*

*Increased this month
43 per cent.*

Sales Department Management

By Walter H. Cottingham, President of The Sherwin-Williams Co.

A Talk before the American Society for Promoting Efficiency, New York City, March 17, 1912



Mr. W. H. Cottingham

THE way to get business is to go after it. To go after it is the work of the sales department, and if properly organized and efficiently managed, they will get it.

Selling is the great thing in almost every business. Getting rid of the product in volume at a profit is the object, and

at the same time the test, of a successful business man or a successful business organization. This world in which we live is a great marketplace, and all the people in it are traders—buyers and sellers in the marketplace. The strife of competition is among the sellers; and the captains of industry are always master traders and master salesmen.

It's this broad view of the world as a marketplace that makes the business career, with its increasing and limitless possibilities, so attractive to the ambitious man. Men like Morgan, Carnegie, Rockefeller and Hill have achieved their great success largely through their ability to create a demand for their products. They sell things in a big way. They possess imagination, vision and force, and foresee the wants of the people, and are the master salesmen in the world's marketplace.

It's easier to get men to *make* goods than to get men to sell them. It's easier to get men to handle the accounting department, the purchasing department, or even the financial department, than it is to find men to successfully handle the sales department. The head of the house ought to be a salesman. The head of the country ought to be a salesman, with his eyes on the markets of the world at home and abroad; for successful selling means successful leadership. When the head of the house and the head of the country are salesmen, business is good, and the country and the house are prosperous.

The great factor in selling is the human fac-

tor, and not the things we sell. The things must be right, of course; but it's people who buy and use the things, and therefore it's people whom we must interest and deal with in getting rid of things. Too many business men are paying too much attention to the things they make, and not enough attention to the people who make them, the people who sell them, and the people who use them. It's not things that make life—it's people. It's not things that make business, it's people—people with red blood in their veins, men and women with hearts and feelings and aims and ambitions—men and women susceptible to encouragement and sympathy and training and discipline.

The sales department must recognize this difference between things and people. They must understand the importance of the human factor. It touches all sides of the sales proposition. The efficient sales manager is essentially a manager of men—not things. He must know his line, it is true; but, far more important, he should know his people—the staff who sell his products, the customers who buy his products, and the consumers who use his products. It is the character of his work with these three classes—the staff, the customers and the consumers, that determines his capacity and his success. The staff must be made efficient, loyal and enthusiastic; the customers must be made permanent and friendly, and the consumers must be made satisfied users and enthusiastic supporters.

The great thing is to link up these three live factors in the selling proposition, so that all work in harmony and close co-operation for the advancement of the house and its products, and—quite as important, for the advancement of each other. First in importance is the staff—the inside staff and the outside staff—the house force and the field force. They must all be imbued with the selling spirit. They should all be salesmen from the office boy and telephone operator to chief clerk and manager. They must work with each other, and not against each other. Their united aim is to create and increase demand, not merely to supply demand—that is the business of the order department.

Some men who call themselves sales man-

agers and some men who call themselves salesmen, are simply order-takers. Goods that sell without ingenuity and effort require no sales department. All that is necessary in such a case is an order department. The master salesman is one who can *create* business, new business, or a demand for some new article of business. His is the genius of the inventor and the discoverer.

The development of a successful selling organization is a great achievement. It is not accomplished in a day or a year or five years. It is a process of careful selection, patient training, firm but affable discipline, and persistent, enthusiastic effort. Training a selling force is like training a fighting force. It demands leadership of a high order, and practice, practice, practice, and drilling, drilling, drilling—in the barracks or the house, and in the field or on the territory. Napoleon and Cromwell were great military leaders because they knew how to drill and train their men, how to inspire them, and how to reward them. They worked them hard, but they encouraged and rewarded them when they did well; and every man knew he would be judged solely on his merits, and that the highest places were open to his courage, energy and ability. And let me add, these great leaders themselves set the pace. The same treatment of a selling force will produce the same results—victories of peace, instead of war. Training such a force involves organization and system. The head of the organization should be the biggest man in the business. He should be a master of system and a leader of men.

The head of the sales department should be responsible not only for sales, but for advertising, for traffic, and for the distribution of the product. He should direct all that relates to the selling and handling of the goods after they are delivered by the manufacturing department to the shipping department. Only in this way can he thoroughly and effectively influence the service to the customers, which plays such an important part in building up a successful sales organization. All advertising is selling; and therefore, in order to insure the right kind of co-operation, the advertising department should be a branch of the sales department, which necessitates the head of the sales department being a competent judge of advertising, as well as selling. The distribution of the product, whether direct or through branch houses, involves service to the customers; therefore the traffic department, which directs the movement of the goods, and the branch houses that handle them, should come under the management of the head of the sales

department. In no other way can the most efficient service be well secured. The sales department should have an equal or controlling supervision in the credit and collection departments for the same reason that it affects so intimately, and, in the case of these departments, sensitively, the service to the customers.

The efficiency of a sales department depends altogether on the character of the service rendered the customer. This involves quality, value, shipments, correspondence, advertising, and above all, the ability to create a demand. Selling the goods is only the beginning of contact with dealer or consumer. We must make his interests ours as long as we do business with him. The service should be as far as possible personal. Make your customers feel they are dealing with *men*—men who are interested in their welfare and success, rather than with a corporation, which is usually considered soulless. If the service is personal, they'll feel that way. The danger in corporate management is in its being impersonal and machine-like. The "personal touch" counts in business as it does in all things relating to human intercourse.

Creating a demand is the sales department's greatest achievement. The time has gone by when goods, no matter how excellent, will sell themselves. The quality may be the highest or the price the lowest, but that alone will not sell them. They must be made known to the consumers in a way that the consumers demand them and will not be satisfied with substitutes. Advertising backed by quality and service is the great agency for creating demand. The advertising must reach the consumer and secure the whole-hearted co-operation of the dealer. Advertising that forces the dealer unwillingly to handle the product cannot be wholly or permanently successful. The dealer's good-will and enthusiasm is as necessary as the consumer's in any plan involving his aid in distributing the product. The dealer is one of the important links in the chain of distribution, and should be considered in all selling plans as a live part of your organization. Make it pay him by providing for a fair profit and helping him move the goods in large volume, and thus gain his co-operation and add his staff to your own selling force.

(To be concluded in next issue)

PERSONALITY counts a hundredweight in a retail business. Meet your customers—greet your customers. Know their names and their likes. You can't run a business from behind a screen.--*Furniture World*.

Winning Optimism

[A few weeks ago, we wrote our friend, Mr. E. R. Kroos, Manager of The Globe Manufacturing Company, Peoria, Ill., asking what plans he had for going after Spring business. The following is one of his characteristic replies, bubbling over with enthusiasm and good humor. It should be a great encouragement for every wide-awake agent.—EDITOR.]



Mr. E. R. Kroos

IT SEEMS that I have always had so much all-fired unfinished work piled up on my desk that I have never had a moment's time to comply with your request. Now it hasn't been because I didn't want to, that you know, but I really have been in such shape that it has almost been impossible. I am always glad to hear from you, and

I always try to come back pretty promptly with an answer, unless you give me a bigger chunk than I can chew, and I will admit that is hang-fire, but right here I am going to try to "make good" to a certain extent, and in connection with what I say refer to my letter to Mr. Horton, acknowledging the receipt of the Spring Number of *The S W P Magazine*, and I believe that this will help you also. Of course the way we go after business over here, campaigns or special stunts are really nothing new, as it seems to me we are always pulling off something of this kind, and the result is, while others holler about business being rotten, etc., we are always ahead. For January and February we are 12½ per cent ahead of last year, and oh! my, how I am anxiously waiting for March figures. They are going to be a whale, as we shipped out an enormous quantity of stuff this month.

Just placed an order for a two-ton motor-truck today, and believe me, she is going to be a dandy, not only a serviceable proposition, but a mighty good advertising feature. It is going to be lettered up and painted, and all finished in gold leaf. When she rolls down the street it certainly will attract some attention, believe me. This new asset will be of material assistance to us in going after business this Spring, and with our delivery service being more prompt, I am looking forward with an-

ticipated pleasure to a still further increase in our business which necessarily must accompany expenditures of this kind. I figure it that what the American people want today is "service" and the fellow who can give this service is the fellow who gets the business.

We are also at this time figuring on moving into our new building, and if everything goes through all right, 60 days will see us in the finest Paint Store in the United States; three floors and a basement, thirty feet wide by a hundred and seventy feet deep—guess that is some store, eh? It will be one block up from where we are now, in the heart of the retail district. When Mr. Stewart was down here last week, I took him through the building, and he certainly was gratified at the prospect for the future.

I want to say to you that the service of the Decorative Department is one of the most valuable assets for business, that actually results in the sale of the materials, I ever saw in my life, and how any agent could pass up and not take advantage of this service which means so much to him is more than I can understand.

Honestly, you would be surprised at the big volume of business that results from the sketches and specifications that the Decorative Department gets up for us. In fact, we have had such good results from co-operating with you in this connection that we have in a small way installed a department similar to this of our own, as we have found out by being able to properly finish wood panels so our customer can see them, eliminates delay, and gets the job started. Of course we only do this in cases where our customer is on short time, but believe me, we find a lot of them like that.

In our new store we will have two large windows where we have but one here, and although it is a good large one, it is with pleasure that I think of the additional space that this will give us. Window trimming is a wonderful thing, and in our organization our mutual friend Mr. D. P. Burns has charge of this. He pulls off some mighty clever stunts. We trim our windows every Friday and this is a regular thing with us just as sure as the day comes. We have found out by following out this plan that the people are always looking for something new. "Never let your windows be-

come old or stagnant, for when you do you are losing the most valuable advertising space that you could possibly have. Keep the interior of your store neat and attractive; don't think that because it is a Paint Store that it can't be made beautiful, as when it comes right down to facts there is no store that could surpass a Paint Store from the standpoint of being attractive." It is our intention to have built in our new

store something on the order of the "Model Bungalow," similar to the one we had up in Chicago at the Convention. This will help us materially in taking the new Decorative prospect and the builder of a new home over the proposition, then it will be a big help as a business-getter, which insures the use of our material.

Yours very truly,

E. R. KROOS.



Thos. C. Plant Co. Building, Boston, Mass. Finished throughout with S-W Mill White



The Store of Hawkins & Druse, Fulton, N. J.



A Fine Display Window belonging to the Carr Hardware Co., Oklahoma City, Okla.



Jackson School Building, Cedar Rapids, Iowa. S-W, ODP and Flat-tone were used for finishing materials



School Building, Ponca City, Oklahoma. Finished with Sherwin-Williams Products

Figuring Profits

By William Earl Leevers, Manager Systems Service, Burroughs Adding Machine Co.



MANUFACTURER of store equipment recently caused a question to be printed in a few of the national magazines, business, trade and newspaper publications, designed to find out what percentage of retailers figure their profits right.

It is hardly believable that apparently 75 per cent of all retailers do not know how to figure profits. Some of the readers of this publication will doubt the possibility of such a condition.

Here is the question: A certain article costs \$1 wholesale. What will it have to be sold for to allow a profit of 10 per cent after allowing 22 per cent for cost of doing business?

It is a very simple question—one that every retailer has to answer in his own business every day. But out of the 1,000 retailers answering the question, 750 answered it wrong.

The answers ranged all the way from \$1.10 to \$1.60. The majority gave the selling price as \$1.32 or \$1.34, allowing a profit of one cent or less, notwithstanding an explanation at the bottom of the question that the answer was not \$1.32.

A retailer in Dallas, Texas, said that if the ad had not stated that \$1.32 was not correct, he would have put that price on the article.

Selling the article at \$1.32, he would lose almost 1 per cent instead of making 10 per cent.

His trouble was that he figured his profit and the amount which he wanted to take out for the cost of doing business, or his percentages, on the *cost price* instead of on the *selling price*.

Instead of adding 32 per cent of the wholesale cost to the wholesale cost he should have added 32 per cent of the *selling price* to the wholesale cost.

The wholesale cost is not something to be added to, but a portion of the selling price, in this instance, 68 per cent of the selling price.

If the wholesale cost is 68 per cent of the selling price, then the selling price is evidently \$1.47, instead of \$1.34 or \$1.32.

If the cost of doing business is figured on the selling price, that is, 22 per cent on the gross amount of business done during the year,

the cost of selling the article is not 22 cents, but 32½ cents.

If 10 per cent profit is desired on the selling price, it is not sufficient to add 10 cents to the cost price. Instead 14.7 cents, nearly 15 cents, must be added.

To prove this, take 22 per cent of \$1.47, which is 32.34 cents, and 10 per cent of \$1.47, which is 14.7 cents. Add these to \$1 and you have \$1.47.

Here is a letter from A. D. Hogan, of Glen Village, N. Y.:

"Your question in *The Saturday Evening Post*, entitled, 'What is the Selling Price,' attracted my attention.

"I picked up my pencil to work it out, but it did not come. Then I took a sheet of paper and went at it, with the result given below. It was a revelation to me.

"The figures applied to every-day sellers in my own stock proved that many articles were only returning a bank interest profit. It was a surprise to me."

Then he goes on to figure it out for us in the following very sensible way:

Let the selling price equal.....	100%
Deduct for cost of doing business.....	22%
Deduct for profit.....	10%

Cost is 68 per cent of selling price 68%

Then 68% is.....	\$1.00
1% is.....	.0147
100% is 100 times .0147, or..	\$1.47

The cost price of an article is not a thing to be added to. It is a per cent of the selling price.

A Few Maxims

Never become discouraged; work zealously and you will surely succeed.

Never lie about a business affair. A lie is bad business.

Do not trust too much to luck.

Spend your time profitably.

From the Little Paint Man's Scrap Book



Moralist—"Ah, kind friend, it is deeds, not words, that count!"

Friend—"O, I don't know. Did you ever send a telegram?"

The men who get ahead fastest are those who look farther ahead.

Papa—"Where have you been, James?"

"Fishin'."

Papa—"Come into the woodshed and we'll have a whaling expedition."

The only way to be perpetually optimistic is to let a flat turndown roll off your mind like water off a duck's back. It doesn't pay to nurse a grouch or scrap with the street-car conductor. When you can think of nothing else to do just smile and keep still.

"That woman is very hard to wait on."

"Why?"

"She doesn't know what she wants, yet insists on asking for it."

Luck is simply hard work intelligently applied.

A little boy who had often heard his father talk about the Civil War, finally asked: "Father, did anyone help you put down the Rebellion?"

He is a good merchant who practices what he preaches to his clerks.

Doctor—"Are you ill? Let me see your tongue."

Poet—"Ah, it is no use: no tongue can tell how bad I feel."

"Is the lady of the house in?" asked the coffee and tea man.

"D'ye mane me or the woman what owns it?" demanded Bridget.

"Ow did 'e come to get run over, Bill?"

"'E was pickin' up a 'orseshoe for luck."

Patient—"Tell me candidly, Doc, do you think I'll pull through?"

Doctor—"Oh, you're bound to get well—you can't help yourself. The Medical Record shows that out of one hundred cases like yours, one per cent invariably recovers. I've treated ninety-nine cases, and every one of them died. Why, man alive, you can't die if you try. There's no humbug in statistics."

Little Edgar was separated from his mother in a department store. After a long wait he stepped up to the floor-walker and said: "Please, sir, have you seen anything of a woman without a little boy? If you have, I'm the little boy."

Ascum—"What, in your opinion, is the best business to which a young man can give his attention?"

Telit—"His own."

"What're ye comin' home with your milk-pail empty for?" demanded the farmer. "Didn't the old cow give anything?" "Yes," replied the boy, "nine quarts and a kick."

O'Hara once saw an advertisement in a street-car, reading: "Buy your stove at O'Brien's and save half your coal."

"Begorra," he said, "I'll buy two stoves and save all me coal."

"I say, pa, is a man from Poland called a Pole?"

"Yes, my son."

"Then, pa, why isn't a man from Holland called a Hole?"