

Sand

I
I observed a locomotive in the
railroad yard one day.
It was waiting in the round-house,
where locomotives stray;
It was waiting for the journey, it
was coaled and fully manned,
And it had a box the fireman was
filling full of sand.

II
It appears that locomotives cannot
always get a grip
On their slender iron pavement, 'cause
the wheels are apt to slip;
When they reach a slippery spot, their
tactics they command,
And to get a grip upon the rail, they
sprinkle it with sand.

III
It's about the way with travel
along life's slippery track,
If your load is rather heavy and
you're always sliding back;
So, if a common locomotive you
completely understand,
You'll provide yourself in starting
with a good supply of sand.

IV
If your track is steep and hilly and
you have a heavy grade,
If those who've gone before have the
rails quite slippery made,
If you ever reach the summit of the
upper table land,
You'll find you have to do it with a
liberal use of sand.

V
If you strike some frigid weather and
discover to your cost
That you're liable to slip on a heavy
coat of frost,
Then some prompt, decided action will
be called into demand,
And you'll slip 'way to the bottom if
you haven't any sand.

VI
You can get to any station that is on
life's schedule seen,
If there's fire beneath the boiler of
ambition's strong machine,
You'll reach a place called Plushtown
at a speed that's simply grand,
If for all the slippery places you've
a good supply of sand.

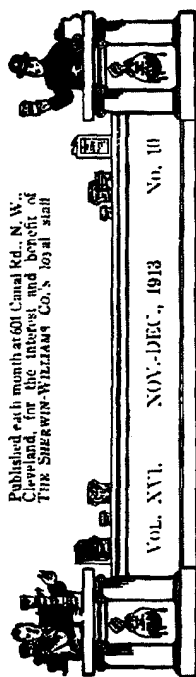


November - December
1913

THE CHAMELEON

The Chameleon

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Cleveland, for the interest and benefit of
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To the Top-Notchers

WE SALUTE you, Top-Notchers of 1913. We are proud to count you among our number. We delight to honor the winners in this great contest. It's an enviable achievement for any member of the staff to win a place in this competition. It marks him as an exceptional man in our organization. It is most convincing evidence that he has accomplished something out of the ordinary in his year's work. So we cannot tell you with what pleasure we congratulate you upon the unusual showing you have made, and wish you the utmost success during the coming year.

It's hard work, not luck that wins the prize. Business is a fight—a contest of brains, energy, skill and endurance. Only the alert, the strong, the persevering can hope to win, for the struggle grows always in intensity as one progresses. So it is in our Top-Notcher Contest. The victor is he who puts his whole mind and heart into his work. It's a glorious contest, our Top-Notcher Contest, and the combined striving of each one of our staff has made ours a Top-Notcher organization.

We are now starting on another business year—our forty-eighth. The outlook is bright and favorable. Our organization is stronger and more efficient as a whole than ever before. We are about to make new records. These records must be made by us individually, if we are to make them as an organization. Yet we must all pull together. Think of the power of an organization of our magnitude with everyone pulling together.

So let us take up the new year's work with the utmost vim and determination. We are strong and well equipped for the fray. New fields lie before us—ours for the taking. We are not content to rest upon our laurels. We intend to keep on growing. In each one of us lies the power to conquer. So let us develop it and use it so that at the end of this new year, we will be confronted with a splendid record such as was never made before. Let each one show what is in him. Your opportunity lies before you.

Top NOTCHERS 1913



MR. R. H. HOCKBURGH
Cable, Atlantic Coast District



MR. R. G. BILLINGSLEY
Paving Dept. Bg. Cable District



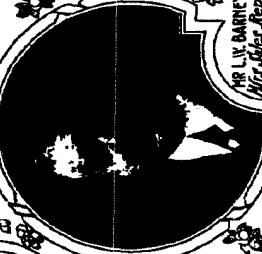
MR. A. E. KYDD
Sales Manager, Cleveland Sales Division



MR. F. A. WELSH
Sales Manager, on Road, East Sales Division



MR. G. C. CONGER
Tub Sales Representative, Texas Sales Division



MR. L. V. BARNETT
West Sales Rep., New England Sales Division



MR. R. L. GRAVES
Railway Rep. Central District

A Campaign for One Cent Postage



OVER forty million stamps—millions, mind you, not thousands—have been distributed free during the past year by the National One-Cent Letter Postage Association of Cleveland, in the educational campaign which is being conducted for a one-cent letter postage rate. These stamps are of about the same color and size as the ordinary two-cent postage stamp, and are being used by hundreds of business houses upon their stationery, thereby drawing attention to the fact that a one-cent letter rate is being sought. "Half your letter postage is a tax," is the slogan which the stamp bears at the top.

The Washington post-office officials declare definitely that the Government can carry first-class mail at one cent per ounce, and still make a profit. At the present time, however, it is charging two cents for this service, and the association, therefore, claims that the extra cent expended is in the nature of a direct tax.

During the past year the United States Post-Office Department made a profit of over sixty million dollars on first-class letter mail, while at the same time it experienced a loss of about the same sum on second-class mail, under which classification hundreds of tons of magazines printed in Eastern cities are sent broadcast throughout the land.

The campaign for one-cent letter postage is being conducted under the auspices of the National One-Cent Letter Postage Association, located in Cleveland, Ohio. Charles Wm. Burrows is president of the association, and George T. McIntosh is secretary and general manager. The association offers to send its stamps to any person interested in the movement. They will be furnished free of charge, and in any quantities desired, providing they will be used upon stationery.

Odd Uses For Our Products

ONE of the largest engraving firms in Texas has been buying from us quantities of China Gloss ground in Damar Varnish. Upon inquiry as to its use, we were informed that it was used in place of White Engraving Ink, as it was not only more economical to use, but performed its work much better and was more durable.

A representative of a candy company recently purchased from our local agent a quantity of Shellac, and inquiry developed that he was using this preparation for coating his samples. For, as he explained, the hot weather caused his samples to "get away from him," but after a coat of Shellac had been applied, the action of the heat on the candy was stopped, and permitted of its being handled without danger of sticking.

Concerning Mr. Oliver, of Colorado



"STYLING" seems an inadequate term for what W. R. Oliver, our energetic representative in Colorado is doing. Mr. Oliver is carrying on the kind of work that cannot help but end in success for himself and an unusual showing for his territory. Not only is he doing effective missionary work for his agents, but he is looking after their advertising and keeping up their stocks. He is carefully planning his work so as to get the maximum results with the minimum expense.

Mr. Oliver has an unusual eye for publicity. Whenever he comes upon an agent who has a large blank wall on the side of his store which can be used advantageously for a painted display, he immediately "gets busy" with a brush and a few cans of paint, and soon has an agency sign which cannot easily be overlooked. This not only tells the passerby that he can obtain Sherwin-Williams Paints and Varnishes within, but it is also an excellent advertisement for us. All of our representatives are not as fortunate as Mr. Oliver in possessing the skill necessary for good sign-painting. However, each one has latent talent in him which could be employed with great advantage in connection with his work. I have in mind a certain representative who discovered that he had an eye for store efficiency. His constant contact with agents' stores enabled him to pick out the good points in some stores and the weak points in others. Diplomatically he pointed out to the different proprietors little things which would increase the efficiency of their establishments. The proprietor usually was thankful for any suggestions and in this way, the representative and he became very firm friends.

One time, for example, the representative was calling upon an agent who had the shelves in the front of his store filled with different odds and ends for which there was little or no demand. The representative noticed this, and turning to the merchant he said, "Brown, how many of your customers go farther than half way back in your store?"



A specimen of the wall signs painted by Mr. Oliver

The merchant thought for a moment, and then replied, "About one-third or maybe less."

"That's about what I thought, Brown," continued the representative, "but I wished to be sure before I spoke to you about what I had in mind. I noticed the last couple of times that I called upon you that you were wasting valuable shelving space in the front of the store with lines which were apparently dead. It seems the most logical thing to me to display the nationally advertised goods for which there is most demand in that part of the store where the most people can see them. By neatly displaying them in full view of the majority of your customers, you tie up your name with the manufacturers and thus you are able to reap the profits of the manufacturer's magazine advertising."



He just does his overalls, grabs his brushes and pistol you have a wall sign

The merchant had never looked upon the matter in that light before, and appeared to be quite impressed. The next time that the representative called upon the agent, he was not surprised to see that his suggestion had been carried out and to learn that the idea had proved a success.

But to return to Mr. Oliver—a letter received by Mr. W. R. Ashbrook written by him contains some food for thought. The letter is as follows:

Dear Mr. Ashbrook: I spent three days in Johnstown this week. Our agent at Berthoud and myself sold Flat-Tone and other materials for a fine new house at that place. My painter friend of Berthoud got started on the job and could not finish it; in order to satisfy our agent and keep this painter in line, I did the glazing and stenciling with him. I had the painter lined up for S-W and expect to get some good business through our agent from him.

I am enclosing some pictures showing a few of the signs I have painted, which along with the missionary work I have been doing, has reduced the McArthur stock to a place where I feel we will be successful in shipping a car of paint to Greeley and Evans, LaSalle, Ft. Lupton, Berthoud, Ft. Morgan and Brush. I will then have the North End looking like a circus day.

I am extremely anxious to get the expense of my territory down much lower than last year and put this territory on a good paying basis for the Company. No doubt my hotel expense on this trip will seem high, but I am obliged to have baths

every evening while digging around straightening stocks, putting in windows and painting signs. However, I hope to watch the expense end closely this year. Conditions in this territory are looking better than for several years; with improved conditions and taking business away from the other fellow this year, I hope to make a splendid showing up here.

Yours very sincerely,

W. R. OLIVER.

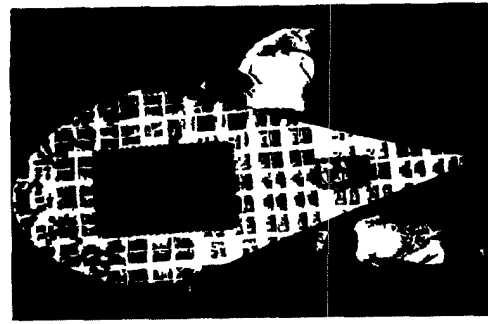
Tie for P. and S. Top-Notcher Honors



THE Top-Notcher Competition laurels for the Printing and Sampling Department were closely contested this year. The Composing-Room Department under the able supervision of Mr. Ernest Umlauf and the Sample Department under the guidance of Mrs. Grace R. Mackenzie ran a close race for first place, and passed under the wire neck and neck. The Bindery Department under Miss Lottie Faig and the Finishing Department under Mr. James Smith, tied for second honors.

In awarding the prize checks, Mr. Fred F. Hesse spoke very highly of the improvement which each Department has shown during the past year. Not only has better work been put out by the Printing and Sampling Department as a whole, but considerably more work than ever before in the history of the Department.

The Tale of Billy's Kite



MR. G. H. GRIFFITHS, our traveling auditor, evidently inspired to thoughts of good old Ben Franklin by the sight of neatly printed sheets of the Spring 1913 *Home Decorator* decided to emulate the good example set by that famous printer and inventor and probe the mysteries of the great void. Supplied with plenty of material such as barrel-hoops, stout cord, untrimmed sheets of *Home Decorators* and Brighten Up Stickers, Mr. Griffiths soon fashioned a kite that made his son Billy the envy of every youngster in the neighborhood. The kite stood nine feet high, and it was all Mr. Griffiths could do to hold it when flying in a moderate wind.

Reading from left to right: Goldenbogen, Charles, Johnson, Giorrel (Chief Clerk), Isham, Strobel

ACU Friday night from October tenth to April third, six bowling teams composed of Cleveland Office employees meet to compete for prizes which will be awarded to the team with the highest score at the end of the season. Mr. George A. Menz is President of the Bowling League and W. C. Elbert, Secretary-Treasurer. The captains of the different teams are as follows: Bras-Brite's—C. A. Patterson, Polishol's—A. J. Kulhanek, Excello's—E. Stinchcomb, Old Dutch's—H. Schultz, Floorlac's—E. Kvet, SVP's—C. C. Andrews.

[illegible]

VICTORS IN THE 1913 TOP-NOTCHER COMPETITION YEAR ENDING AUGUST 31, 1913



Top-Notcher District Manager
Central District
Top-Notcher Sales Manager
Mr. A. E. Kydd, T-N 2, Cleveland Sales Division
Top-Notcher Trade Sales Representative
Mr. G. C. Conger, T-N 2, Texas Sales Division
Top-Notcher Manufacturers' Sales Representative
Mr. L. W. Barney, T-N 2, New England Sales Division
Top-Notcher Railway Representative
Mr. R. L. Graves, T-N 2, Central District
Top-Notcher Superintendent
Mr. A. A. Sims, T-N 2, Cleveland Factory

Top-Notcher Promotional Department Manager
Mr. R. G. Hildingdey, Southern District
Top-Notcher Cashier
Mr. E. H. Hordburgh, T-N 3, Atlantic Coast District
Top-Notcher Manager on Varnish Sales
Mr. F. A. Welsh, Texas Sales Division
Top-Notcher Store Manager
Gen. A. McLachlan, T-N 3, Best General Showing
Top-Notcher Store Manager
E. F. Keene
Top-Notcher Store Manager
F. M. Knoch, Best Showing on Varnish

TOP-NOTCHER TRAVELING REPRESENTATIVES TRADE SALES DEPARTMENT

Central District
1 F. B. Spangler
2 J. T. Menefee
3 E. L. Hess, T-N 2

Mississippi Valley District
1 H. W. Nessel, T-N 2
2 W. D. Nichols, T-N 2
3 R. J. Tooker

Southwestern District
1 C. L. Berry, T-N 2
2 R. E. Conner, T-N 2
3 E. H. Noble

Atlantic Coast District
1 A. Fuentes, T-N 2
2 W. H. Jarden, T-N 1
3 W. H. Porter, T-N 2

Pacific Coast District
1 F. B. Spangler
2 J. T. Menefee
3 E. L. Hess, T-N 2

Western District
1 R. W. Western
2 P. H. O'Neill, T-N 3
3 O. J. Brude

Southern District
1 G. G. Menefee
2 C. E. Shaw
3 R. N. Ballou, T-N 2

Texas Sales Division
1 G. C. Conger, T-N 2
2 S. M. Shuler, T-N 2

New England Sales Division
1 F. H. Ripley
2 P. L. Maury

Representatives Who Made Their Estimates on Total Net Sales

Central District
Cleveland Sales Division
W. A. Mason
G. Dulbe
O. D. Schell
J. H. Hall
E. P. Hobson
W. W. Stevenson
H. S. Hill
E. L. Hess
W. Fludder
G. E. Branham
D. J. Moore
F. A. Levenhagen
R. N. Mitchell
R. L. Graves
Cincinnati Sales Division
T. B. Spangler
W. M. Hoey
E. E. Swinford
J. T. Menefee
W. J. Peters
J. C. Threl
Western District
Chicago Sales Division
R. W. Western
J. P. Barden, Jr.
Minneapolis Sales Division
P. H. O'Neill
O. J. Brude

Mississippi Valley District
Birmingham Sales Division
W. V. Hammond
H. W. Nessel
R. J. Tooker
C. D. Youngs
W. D. Nichols
New Orleans Sales Division
R. P. Bennett
T. Adleick
Savannah Sales Division
C. E. Shaw
R. N. Ballou
Southwestern District
Kansas City Sales Division
R. E. Graham
G. A. Dewart
C. G. Porter
K. Miller
W. R. Oliver
Omaha Sales Division
F. C. Steele
C. I. Berry
Texas Sales Division
S. M. Shuler
G. C. Conger
C. S. Ragland
W. L. Morgan
J. J. Twaddell

Atlantic Coast District
Newark Sales Division
W. H. Porter
F. L. Fox
A. Fuentes
L. D. Walker
G. C. Schell
H. F. Hinish
Philadelphia Sales Division
E. W. Heckel
J. J. MacDonald
J. P. Minetree
W. H. Price
W. H. Jarden, Jr.
New England Sales Division
W. B. DeWolfe
F. H. Ripley
P. L. Maury
E. T. Porter
L. W. Barney
Pacific Coast District
San Francisco Sales Division
F. W. Hewes
H. W. Gerber
Los Angeles Sales Division

Representatives Who Made Their Estimates on

Central District
Cleveland Sales Division
W. S. Stewart
W. A. Mason
G. Dulbe
J. H. Hall
W. W. Stevenson
H. S. Hill
E. P. Hobson
R. L. Hess
W. Fludder
D. J. Moore
Cincinnati Sales Division
F. B. Spangler
E. E. Swinford
J. T. Menefee
W. J. Peters
Western District
Chicago Sales Division
F. A. Randall
C. M. Atwood
Minneapolis Sales Division
W. C. Fischer
P. H. O'Neill
O. Mannerud
N. E. Born
O. J. Brude
G. L. Lathrop

Mississippi Valley District
Birmingham Sales Division
W. V. Hammond
H. W. Nessel
B. A. Doll
G. K. Leis
R. J. Tooker
C. D. Youngs
W. D. Nichols
New Orleans Sales Division
T. Adleick
Savannah Sales Division
Southwestern District
Kansas City Sales Division
R. E. Graham
G. A. Dewart
C. G. Porter
Omaha Sales Division
F. A. Brown
Texas Sales Division
S. M. Shuler
G. C. Conger
C. S. Ragland
W. L. Morgan
J. J. Twaddell
E. Goss



From Our Associate Editors

J. A. Bowman
B. C. Camp

Royal Cinton
I. M. Jacobs
J. P. Coleman

R. B. Cogswell
G. M. Minnich

Texas

Things are certainly rolling our way in Texas. Every one of our representatives is off to a running start and things are surely humming some.

Mr. Myers and that "Star of Hustlers," Mr. Conger, lined up a proposition in Houston that's a dandy. We estimate that the account will run \$40,000 this year, and that is not half bad for a start.

Then just for good measure, Mr. Conger sold a straight car of that good Old Dutch Process White Lead in Houston, and \$1,000 worth of Shellac to his large Dallas agents.

There is another hustler down in the extreme southern part of this good old state who also comes in for car-load honors this month. Mr. C. S. Ragland made up a car-load for several of his good agents to be distributed out of Galveston.

"Big Business" is without a doubt the motto for Texas this year.

Kansas City

Mr. E. K. Cannon was a welcome visitor at our office recently, and after spending several interesting and instructive days with us, left for the Pacific Coast District. We were also favored with a visit from Mr. Jacobs, of the Mississippi Valley District Sales Promotion Department, who was in Kansas City visiting relatives.

Mr. A. J. Worsfold, formerly Chief Clerk of the Omaha Sales Division has taken charge of Territory No. 624; and from the thorough and systematic way in which he is working, we are sure we can look forward to a considerable increase in sales from his territory this year.

Mr. Thomas Lindley, "General Manager" of Territory No. 602, since September 1st, is showing remarkable ability for digging up new

prospects and turning them into new accounts, and he doesn't overlook any of the old accounts either.

It looks as though these new recruits were "going" to make the "old guards" look to their laurels this year.

St. Louis

"The Get-Together Convention" of the representatives of the new Mississippi Valley District was held in St. Louis during the week of September 1st, and proved a most successful and instructive one. Plans for the coming year's business were thoroughly discussed and gone into, and we feel quite confident that the fiscal year of 1913-14 will prove one of the biggest in our history.

Our St. Louis city representative, Mr. W. D. Nichols, has inaugurated a campaign for new agencies in the city of St. Louis and was successful last week in adding one more fine account to his already good-sized list, and by Spring we expect to be represented by at least twenty-five full-fledged live agency accounts.

The representatives of the New Orleans and Birmingham divisions have started the year with some mighty fine business, and we predict wonderful strides from the representatives of these two divisions during the coming year.

Newark



Mr. Arthur J. Budden has been appointed Manager of the Manufacturers Sales Department of the Atlantic Coast District. Mr. Budden has been Mr. Hasson's assistant in Cleveland, and his thorough training at headquarters will enable him to bring added strength and efficiency to the Atlantic Coast District work, in developing our Manufacturing sales in the East.

Mr. Budden's appointment has made it possible to strengthen the Manufacturers Sales Department, Railroad, Street Railway and Marine Departments at Boston by transferring Mr. Oscar E. Tichenor to Boston to assist Mr. Cannon in the further development of this business. The earnest efforts of these two coming young men in the Company will strongly supplement Mr. Hasson's work at Cleveland. Our Manufacturers Sales business will be strengthened and unified, bringing about improved efficiency and a more rapid development of this branch of our business.

Mr. J. A. Bowman has been appointed Manager of Sales Promotion for the district. A capable force will assist Mr. Bowman, and we

Three "J's" not "Jay's": W. J. Lawson, J. K. Stout, and J. A. Bowman.

feel in handling at Newark all of the work for each division, more specific and definite results will be secured.

Mr. C. M. Wilkinson, our former stockkeeper at Savannah, and who has for the past year been in the employ of a competitor, will represent us in Mr. Ballow's former territory.

Mr. R. H. Horsburgh having placed our Accounting Department at Newark on a splendid basis, will very shortly remove to Cleveland to take up important work there. Mr. Horsburgh will continue to be directly in touch with our accounting here and at Boston so that we shall continue to count him as one of our staunch A. C. D. men. We are proud of our Cashier and his work.

The vacancy left by Mr. Horsburgh will be filled by Mr. T. C. Murphy, formerly assistant at Kansas City to Mr. Horsburgh, and more recently acting as Cashier of the Southern District. Mr. Murphy is thoroughly familiar with the work, and will, we are sure, make a splendid success of his new position.

Mr. R. N. Ballow, formerly of our Promotion Department at Newark, and who has made a success of road work during the past two years in South Georgia, has been appointed Sales Manager at Savannah, and will assume responsibility for some special sales work as well.

Mr. Kenneth H. Wood who has been in charge of the Savannah office is taking up territorial work as a member of the Savannah selling squad.

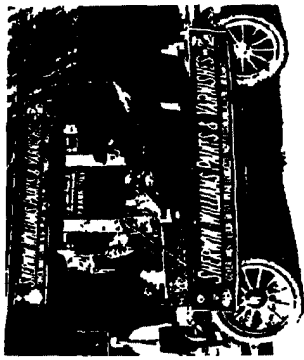
Mr. Frank S. Brady succeeds Mr. V. H. Collins, Territory No. 201.

Mr. C. E. Kirtzman succeeds Mr. Arthur Campbell on Territory No. 404, and Mr. J. J. Cahill succeeds Mr. Hessey on Territory No. 405.

Our Shipping Department has been strengthened, and a fine new building devoted entirely to shipping has been provided. Mr. Charles Wenzel, our former Shipping Clerk, has been re-engaged, and has taken charge of this department. A marked improvement in the service and efficiency of this work may be looked for.

San Francisco

Messrs. Collister and Heath landed an order for 2500 gallons of Flat-Tone to be used on the new City and County Hospital in San Francisco. This structure is the largest hospital building in the world,



Representative Arthur Larkins, of the Atlantic Coast District, believes in covering the north with an auto as well as with S.W.P.

and our Flat-Tone was decided on by the architectural committee after exhaustive tests had been made of every flat wall paint on the Pacific Coast. It was found that two coats of Flat-Tone—the first coat, equal parts sizing and Flat-Tone, does better work than three coats of other similar wall finishes. Messrs. Olney & Palmer, of San Francisco, have the paint contract, and are now spreading Flat-Tone in great shape.

San Francisco Division can boast of another nice order, landed by Messrs. Collister and Heath, for 2000 gallons of Concrete Finish, White, to be used on a large building in this city.

The Northern Pacific Division is starting out in great shape on new agents. They have landed eight so far, and from all indications this pace will be increased as the year progresses. Great credit is due our representative, Mr. W. B. Baker, on Territory No. 510, for landing four of the eight agents.

Mr. L. B. McDade, recently appointed Manager of our Pasadena Store, is making a great showing, and we confidently look forward to an exceptionally large volume of business from Pasadena this year.

Mr. Frazee, of our good agents, S. R. Frazee Co., of Los Angeles, has just written us to the effect that their sales for the month of September exceed their last year's sales from September 1st to November 15th. This is certainly going some, and Mr. Frazee tells us to watch out for a record.

Good effects of the Fall SWP are plainly noticeable, and many of our agents are making arrangements to take full advantage of our Fall campaign.

Minneapolis

A peculiar circumstance confronted representative H. C. Lau when calling in one of his towns where we had not been previously represented, he found three BPA's all anxious to secure the agency. As the accounts were all good ones he was obliged to exercise rare good judgment and considerable diplomacy in order that our connection might be the most favorable one and at the same time keep the other accounts in line, as they are all Paris Green purchasers.

For the past few years we have always managed to have one or more Top-Notcher representatives. This year our boys have promised to put on a little extra steam and make the division a Top-Notcher.

The convention at Chicago was educational and has filled the boys with a determination to "Git Out and Git Business" like never before.

The Division finished fifth, and judging from the spirit prevalent, this is about four places lower than we will conclude the present year's performance.



Representative J. O. Stephenson, of Minneapolis, believes in landing big ones—fish and sales.

Chicago

Representative, Mr. H. O. Allen, succeeded in selling a large real estate company at Gary, Indiana, all of their requirements for the finishing of a number of new buildings. The order called for 2 barrels Shingle Stain, 25 gallons Varnish and 1 barrel of Oil, also a liberal quantity of our Old Dutch Lead.

Representative, Mr. G. L. Lathrop is meeting with splendid success in selling to the large hotels and buildings in Minneapolis and St. Paul. He pulled off a splendid stunt recently when he converted the owners of the new Northwestern Needle Co. Building from cold water calamine to our Mill White and Flat-Tone. The first order called for 1½ barrels Mill White, 5 barrels Varnish Wall Size, 1 ton ODP, 15 gallons Flat-Tone, 10 gallons Enameloid, 3 barrels Linseed Oil.

Probably the biggest orders that have ever been sent in by Western District representatives are being received from Special Representative F. A. Randall. One order is for a large automobile manufacturer located at Racine, Wisconsin, and calls for 3,000 gallons of Liquid Primer and Color Varnishes and 2,000 pounds of Rough Stuff. We have not been previously selling them the Color Varnishes, and this, therefore, constitutes new business. Another order was for one of the largest carriage manufacturers in Chicago, for one year's supply of Gear Filler. This will amount to 30,000 pounds.

Mr. C. M. Atwood sent in an opening order this week for 6 barrels of AIP Paste which he sold to one of the largest plow manufacturers at Monmouth, Illinois. The fact that this firm has been purchasing the same product for 16 years from one of our competitors proves that Mr. Atwood is letting no opportunities slip by for increasing his sales. That certainly was a good stroke of business.

Special Representative, Mr. J. P. Barden also has thrown the throttle wide open and came across last week with an opening order for a large plow manufacturing concern, calling for 16 barrels of AIP Paste.

The American Steel and Wire Company, the largest firm of its kind in the country, also are sending in numerous orders, and one sent in the other day for 5 barrels of Tartar Red, brings their total purchases on this product for the year up to 40 barrels.

Sales Manager, S. H. Stewart, led a small flying squadron on a campaign after Paris Green, and was successful in booking orders for 82,000 pounds. The most pleasing part of this proposition is the fact that it led to us establishing 24 new dealer accounts. Representatives Flaniken and Bridges spent a few days with Mr. Stewart on the trip which took up the greater part of ten days.

Special Representative, J. P. Barden, Jr., has been putting in some very effective work in the city of Chicago, and has just secured

a contract calling for 250 barrels of Litho Varnish to be taken out before August 1, 1914; also secured a contract from another firm for 50 barrels.

Boston

The beginning of this year sees quite a change in the Boston Office. Our Promotion Department has been moved to Newark where the promotion work for the entire Atlantic Coast District will now be done. Mr. John H. Herche, our former Promotion Manager, is now with the Detroit White Lead Works, and we wish him much success in his new field.

We are glad to welcome to Boston Mr. Oscar E. Tichenor, who comes from Newark, where he was in charge of the C and M Department, to take a similar position here. We are looking for a big increase in our C and M sales this year, as Mr. Tichenor has an enviable reputation for getting after this class of trade. Incidentally Mr. P. L. Maury, our representative on Territory No. 408, has secured a contract with the Willett Sears Company for the entire paint requirements of their nine factories for the coming year.



Cleveland

The Cleveland factory is very busy in all departments, especially so in the Paste Paint Department. Stocks are in good shape and has put us in good position for handling a heavy Fall business.

Work is progressing rapidly installing two Chasers, one Roller Mill and one Tandam Mill which will be used for oil colors and other heavy Paste Paints, and will much increase the capacity of the Department and reduce the cost of operating.

We are just completing a new Concrete Coke Shed which will facilitate handling the coke in the Varnish Kettle Room.

The Foremen's Club continues to hold very interesting meetings. Besides the social feature, much consideration is given to live subjects regarding the operation of the plant. At the last meeting there was considerable discussion regarding fire protection which resulted in several valuable suggestions to improve the efficiency. Mr. Bull attended this meeting and the general matter of procuring supplies was fully discussed with the result that some little changes were decided upon which will expedite the execution of requisitions. The Club, after their last meeting, enjoyed a very pleasant evening at the Hippodrome.

Most of the foremen of the Cleveland plant have operated their departments very satisfactorily during the past year and have earned bonuses as the result of their good work. At the beginning of the year, an estimate is placed on the operating cost of each department and a bonus paid to the foreman if he reaches this estimate. The amount is increased as the efficiency of the department becomes greater.

Following is a list of the bonuses paid:

A Department	J. P. Gibbons	\$70 00
	J. Myers	70 00
B Department	P. A. Styer	70 00
	J. Stohleimer	35 00
C Department	L. Belmont	110 00
D Department	E. Highley	150 00
Varnish Manufacturing Department	P. Gaffney	50 00
Receiving and Stores Department	E. R. Seward	90 00

The Top-Notcher Competition between the Superintendents of the various plants resulted in the Cleveland factory winning first place with 641 points. The Newark factory followed with 618 points and Chicago with 575 points to their credit.

A bulletin from Mr. H. J. Hain, announces the resignation of Mr. A. A. Sims, and the following re-arrangement for the supervision of the Cleveland factory, to become effective at once. Mr. R. A. Bradley is to have charge of the office and general. Mr. Frank Webber is to have charge of stocks and orders. Mr. T. F. Creager is to have charge of paint testing. Both Mr. Bradley and Mr. Webber are too well known to require any introduction. Mr. Creager comes to us from our Chicago plant where he has been Foreman of the Testing Department for three years. Prior to that, Mr. Creager spent four years in the Testing Department at Cleveland.

To meet a constantly growing need, there has been established a Department of Research, with headquarters at Cleveland. This department will be in charge of Mr. E. W. Lutes as Director. His duties are as follows:

To direct the testing and safeguard the quality of all raw and manufactured materials at all plants.
To approve all changes in raw material.
To approve all new formulae and changes in old formulae before they go into effect.

To be responsible for all formulae and raw material records and their use.
To keep in touch with the Sales Departments and the trend of business, and to meet the demands of the trade.

To conduct research work for the most satisfactory raw materials and new and original products, thereby keeping ahead of our competitors.

To direct investigation work at all factories where the work can be done to the best advantage, and without duplication, working through the local Superintendents and Testing Departments.

To maintain a systematic record of all investigations for ready reference. Such investigations to be filed by consecutive "case number."

To report to the Manager of the Manufacturing Departments and to render weekly progress reports and transmitting the information to those interested.

It is believed that this addition to our facilities will largely increase our ability to cope with difficult problems and be an element in maintaining and increasing the progress we are making in the paint business.

Chicago

After the rush, beginning September 1st, which was caused by taking our inventory, the factory has assumed normal operations, and has been busy in all departments since. We showed a nice increase in output during the past year, and are glad to say that, effective September 1st, we show an improvement both in costs and output over the same month for the preceding year.

We are completing as fast as possible all of the large repair jobs that have been going on at this factory now for over a year, and by the first of December, expect to have our equipment in an extremely up-to-date condition.

Two more Chasers are being added in the A Department, which are necessary to take care of the heavy Implement business that is expected and which has been steadily increasing during the past few years.

Due to the increase in Shellac business during the past we are putting in larger shellac mixers to enable us to better take care of the business.

The Dry-Color Works shows a nice increase in output during the past year.

The Insecticide manufacture is starting up now, and within the next week or two will be operating at capacity.

Mr. Fenton has been appointed director of our Testing-Room to take the place of Mr. T. F. Creager who goes to Cleveland.

The foremen of the Chicago plant did very well in earning bonuses this year; the following men operating their departments at a cost below their estimates:

C Department, R. H. Coe, \$90.00; and N. E. Livingstone, \$10.00;
D Department, B. S. Lutes, \$90.00; H Department, O. Kreitchman, \$110.00; Varnish Manufacturing, W. Doessckle, \$50.00; Varnish Filling, N. Personaire, \$50.00; Receiving and Stores, H. Faber, \$50.00.

Newark

None of the foremen of the Newark plant were fortunate enough to reach the estimates which would entitle them to a bonus.

The year started out very well, the output for the first month showing about 25 per cent increase. Business generally is exceptionally good.

Sales Department Notes

Leaders in New SWP Agents to October 1, 1913

Newark				New Orleans			
1. F. C. Donnison	4			1. R. P. Bennett	1		
2. W. H. Porter	1			2. R. P. Bennett			
3.				3.			
St. Louis				Cincinnati			
1. K. J. Dooker	3			1. J. T. Muncie	1		
2. H. W. Nessel	1			2.			
3.				3.			
San Francisco				Cleveland			
1. W. E. Catter	2			1. F. H. Loftus	1		
2. H. B. Lawrence	1			2.			
3.				3.			
Minneapolis				Portland			
1. W. C. Fisher				1. B. R. Rogers	each	1	
2. H. C. Lau	each	1		2. W. B. Baker	each	1	
3. R. M. Catson				3.			
Philadelphia				Dallas			
1. W. H. Jarden	1			1. G. C. Conger	each	1	
2.				2. T. H. Marklev			
3.				3.			

Leaders in New Dealers and Other New Accounts to October 1, 1913

San Francisco				Dallas			
1. A. J. Heath	20			1. I. E. Fawcett	6		
2. H. B. Lawrence	8			2. G. C. Conger	each	4	
3. F. W. Wanser	7			3. F. G. Loft			
Cleveland				4. S. M. Sheldon	3		
1. P. Krush	13			Newark			
2. E. L. Hess	12			1. F. I. Fox	5		
3. G. Dube				2. W. H. Potter	4		
4. B. Cook	each	5		3. W. S. Crook	each	3	
5. H. H. Hoshin				4. A. Fuentes			
6. P. P. Holson				Cincinnati			
Savannah				1. H. W. Dawson	5		
1. C. M. Wilkinson	13			2. F. B. Spangler			
2. C. E. Shaw	6			3. F. I. Pender	each	3	
3. A. D. Kiser	5			4. W. J. Peters			
Portland				5. C. T. Tietel			
1. J. W. Duncan	9			6. E. E. Swineford	each	2	
2. G. P. Rogers	8			7. W. P. Lambaugh			
3. B. R. Rogers				Kansas City			
4. V. H. Huggins	each	5		1. G. A. Dorwart	each	3	
5. W. B. Baker				2. E. J. Clare			
Chicago				3. E. H. Nolt	each	2	
1. W. W. Cook	8			4. W. S. Hant			
2. J. W. Ward	each	6		5. R. E. Graham			
3. G. T. Mansson				6. H. R. Hilde	each	1	
4. P. L. Munger				7. G. Casanova			
5. C. P. McNellis	5			8. A. M. Bollman			
Philadelphia				9. K. Miller			
1. A. Larkins	7			Boston			
2. E. D. Spencer	5			1. J. H. Haynes	3		
3. E. W. Hinkel	4			2. W. B. DeWolfe	each	2	
Minneapolis				3. H. Ryder			
1. R. M. Catson	7			4. E. Kitterman			
2. O. Mannerud	each	4		5. E. Hunter			
3. N. E. Boin				6. D. H. Thompson	1		
4. J. O. Stephenson	each	3		Omaha			
5. H. C. Tan				1. C. I. Berg	3		
6. G. L. Lathrop				2. A. J. Warfield	each	2	
Los Angeles				3. E. C. Storch			
1. G. R. Wise	7			4. R. A. Brown			
2. F. I. Culver	4			5. H. W. Fahr	1		
3. G. W. Burrill	2			New Orleans			
St. Louis				1. M. D. Palmer	each	1	
1. J. D. Jones	6			2. I. A. Steger			
2. W. D. Nichols	each	5		3.			
3. H. W. Nessel				4.			
4. B. A. Doll	each	3					
5. G. R. L. Dyson							



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