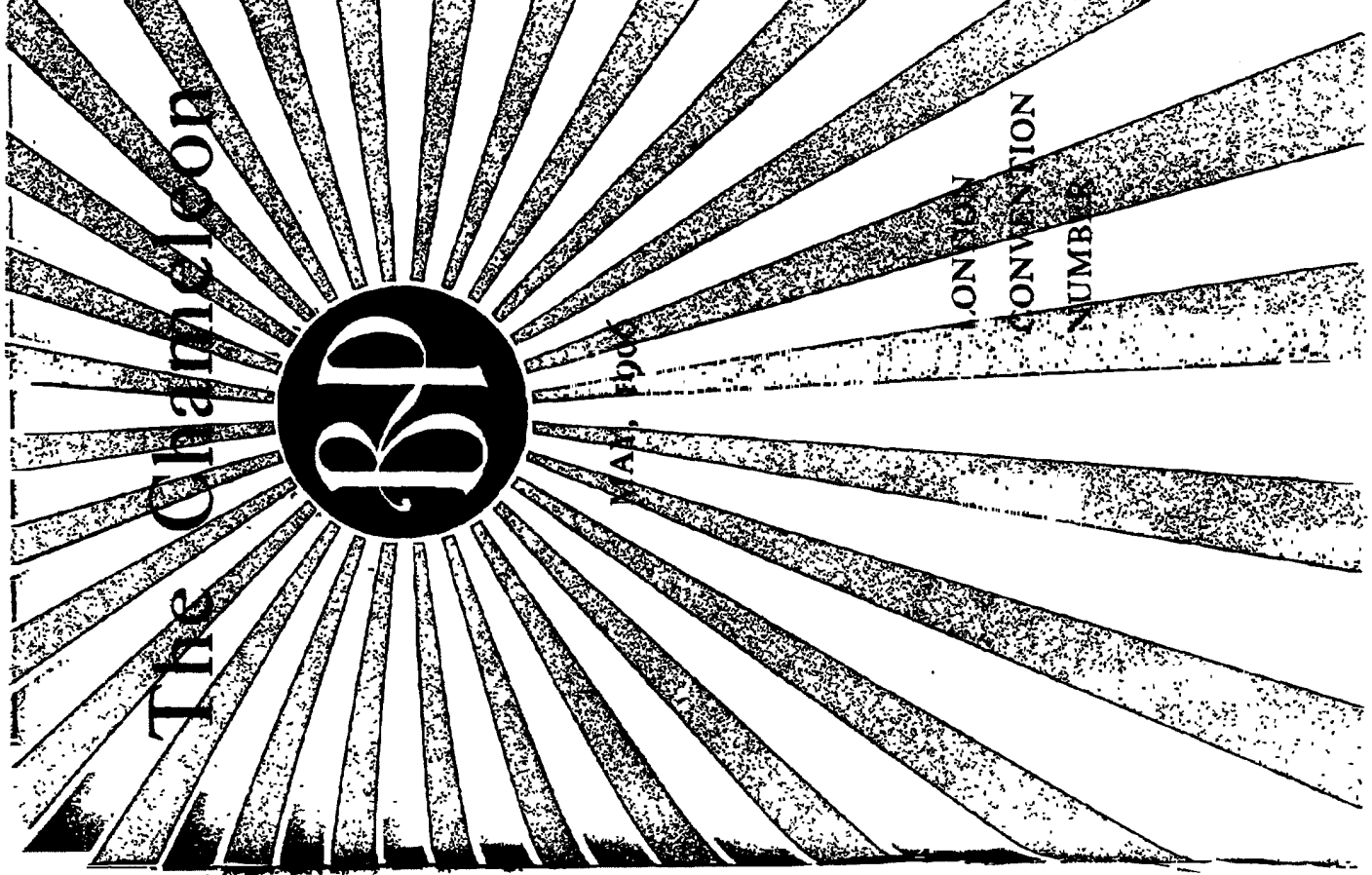




THE Spendthrift of
Time, Money and
Opportunity is the
Most Pitiful Sight
Among Men.



The Chameleon.

Published on the Fifteenth day of each month by
The Department of Publicity, at 101 Canal St.,
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THE SHERWIN-WILLIAMS CO.'S PAINTS

VOL. IX

MAY, 1906

No. 5

THE LONDON CONVENTION

THIS number of THE CHAMELEON is largely devoted to an account of the convention of our English representatives, held in London March 15-16-17. It was the second meeting we have held since we took over the English business a little more than a year ago. The thing that impressed me most throughout the three day's meeting was the amount of knowledge our men on the other side have so quickly acquired of our products and our methods. They have grasped the proposition, and have taken hold in earnest.

The spirit of the meeting was fine. There was the same eagerness, earnestness, confidence and enthusiasm that we are accustomed to in our own meetings. The boys on the other side are out to make a record that, in all seriousness, bids fair to rival our own achievements on this side. This is their own feeling. All they want, they say, is time and they will lead The S-W. Co. —and this means they will lead the world in their line.

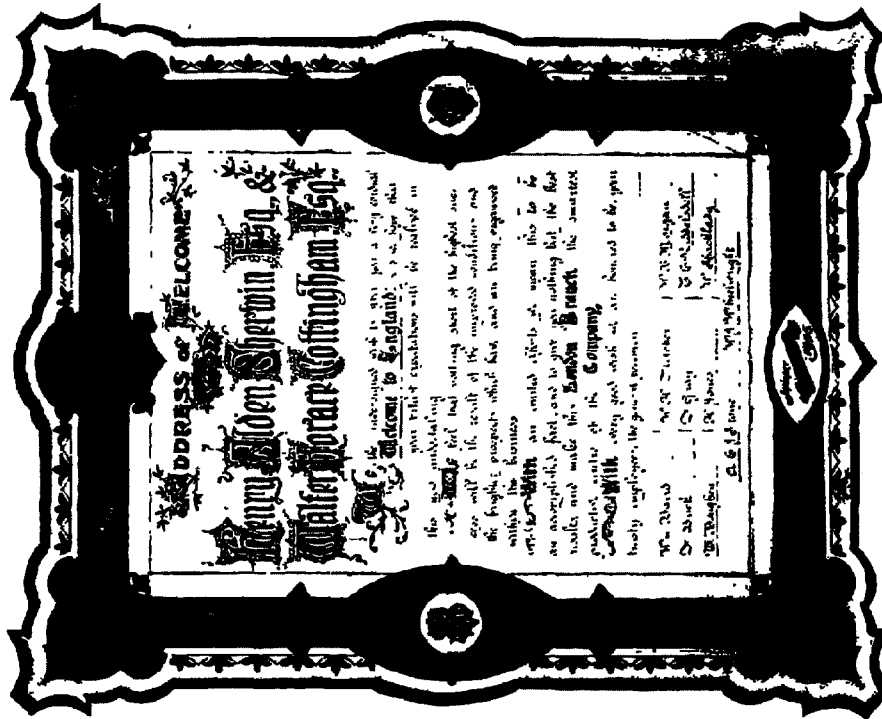
The field over there is certainly an attractive one, for, although the natural outlet for paint is not so large as in our own country, we are the first to exploit in a comprehensive way good prepared paints. Our methods of marketing the goods, which have been so successful in the New World, are new in the Old World, and in the hands of such a capable, courageous and enthusiastic staff as we have in England, there is no limit to what may be accomplished.

They have the world for a market. England is still the commercial center of the universe, and no other country is so favorably situated to cater to the four corners of the earth. It is a grand field for such an ambitious organization as ours to operate in.

S. W. P. is now made in the London factory, and with the English product, B. P. (Berger's Paint), will find its way to every land on the face of the globe, and thus at last we have brought to pass our high-sounding claim, "The Sherwin-Williams Paints Cover the Earth."

There exists in the English organization the same good feeling between the management and the staff which is such a prominent and delightful feature of our organization at home, and our new friends and associates across the water are much interested in the staff on this side and indulge the hope, as do some with us, that some day there will be a grand, united world convention of the S-W. forces in their great city of London.

It gives me pleasure to say that our expectations in connection with the



Address of Welcome presented to Mr. Sherwin and Mr. Cottingham by the general foremen of the London factory soon after the arrival of the President and Vice-President and General Manager in London. It is handsomely hand lettered and illuminated in gold and colors. The names of the presenters are as follows: Wm. Baird, E. Buck, C. Boulton, W. H. Fletcher, F. Gray, H. Jones, W. B. Morgan, F. E. Kiddlebrell, W. Shuckley, A. F. J. Sme, W. J. Wheelwright.

English business have so far been fully realized. The organization is still far from perfect, but there is much good material to work with—the proposition is *right* and *will win*.

We have ourselves gained much knowledge of a valuable nature from our English house, especially as relates to the manufacture of dry colors, in which branch of the business they are unexcelled. We see many ways in which the two businesses can be developed to their mutual advantage. Our connections abroad have strengthened us immensely as a world power, and we are on the threshold of new developments that will be more important and greater in extent than any we have yet known.

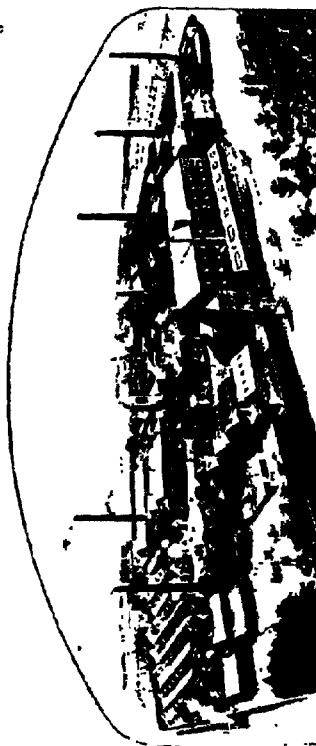
Our work is one of constant, steady growth. Our faces are ever turned toward the star of progress, and under its light and guidance we will march boldly on to new fields and greater victories.

Growth and progress bring with them new and greater responsibilities which we all should welcome, as they offer to every man in our organization a chance to work in a more important and wider sphere, for our greatest need in our ambitious schemes of expansion is men—men trained in our methods—men with ideas—men of capacity—men of action. There is no lack of opportunity in this world-wide organization of ours, it is simply a question of the fitness of men for the new things to be done. Let every man prepare himself for a more important position.

In closing, let me say, personally, that I am proud of our English business and our English staff, and through the confidence which I have in them I entertain the highest ideas for their success and, to repeat what I said at our banquet in London, I am as proud of my position as Chairman of the London Company as I am of my position as General Manager of our own great organization, and hand in hand these two companies, the greatest of their kind, will vie with each other in friendly competition for the supremacy of the paint trade of the world.



Vice President and Gen'l Mgr.



View of the Lonquim Factory, Showing the Complete Works

A Year of Great Progress.

WE know CHAMELEON readers will welcome this account of the second annual convention of our London business. Our interest in the welfare and growth of the Company abroad is second only to our individual efforts to win new laurels at home.

The conventions here are so full of the spirit of progress, of enthusiastic good fellowship and knowledge, that we are very glad to see the organization on the other side enjoy the same kind of meetings, adopt the same methods, and join with us in achieving a world-wide success in the paint and varnish business.

It is a great pleasure to tell of the business in London, Europe, and the Colonies. Ever since the meeting and the manager of our London convention last year, the size, Company have become a great more to work for in the knowledge world. Greater organization us, greater success. Success, ness, is made up of units—of proposition has been gaining been putting behind every man and helping him to become a varnish trade of his territory. meagre information from time creasing on the other side, that the organization was getting notable victories. Mr. Cot- and General Manager, was and also this year at the second heard his account of the convention just held and what had been accomplished the past year, we were eager to have a special number of the magazine was under way and that the cover was printed did not keep us from starting again or printing it entirely with the idea of giving you the present account of the work of its sessions.

The first annual convention was held at the London factory about a year ago. The business at that time had been but recently taken over by the Company, and when the representatives gathered in London they knew but little of the policy or purposes of the new management.

This convention was but a start—a small one—toward the splendid gathering we enjoy here every year. The men in the office and the men from the territories became better acquainted at that time and planned in a limited way the campaign for the year to come.

The paint and varnish business in England and the Continent has been conducted on a different basis than in America, since the advent of The Sherwin-Williams Co. Prepared paint for outside painting has been little known

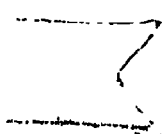


ANNUAL
CONVENTION

LONDON

Mar 15-17,

1906



Convention
Badge.



Second Annual Convention of English Representatives in Session at the Convention Hall of the London Plant.

and used. In fact, practically all the better grades of paint used in England have been mixed by hand, after the out-of-date process of 25 years ago. Most of the prepared paint on the market has been of inferior quality and used largely for interior and household purposes.

So a great campaign of education is necessary to teach the consumer and the painter the economy and advantages of a high grade, ready-to-use product. The dealer has to be educated, too, for our methods of selling are entirely new to the trade.

Among other disadvantages with which the English representatives have had to contend was the use of special labels. A great many merchants have had their own labels for years, until the retail trade in a large measure controlled the paint business.

It has been a new proposition to sell a merchant a line of strict-

ly high-grade products and make him an agent for a specified territory. It takes patience and perseverance to make the dealer change his life-long ideas of the best methods of selling. But the help we give the dealer to move the goods from his shelves, and the special promoting and advertising to the consumer will win there just as it has won here. Nothing can stop it. Already a good line of advertising and inside store helps are being presented to the trade, and the dealers are beginning to see the immense possibilities of our proposition.

Notwithstanding the difficulties, great progress has been made the past year. There has been a distinct advance made in every department.

The facilities for manufacturing many lines have been greatly increased, the systems for handling the products have been improved, the office and factory forces have adopted some new methods, and



the men in the field have made a good start. In a word, the business has expanded in every direction.

Expansion, the Keynote of the Second Annual Convention.

The second annual convention of the London business was held in the London factory on March 15-16-17. A room was especially prepared in one of the buildings best suited for the purpose and appropriately decorated with flags and bunting. On the walls and all available spaces were shown samples of the present and new advertising matter, together with a

good range of exhibits of paints, varnishes, dry colors, etc. A number of samples showing the work of some of our products were also displayed, and the whole room made a very attractive appearance.

The keynote of the convention, "Expansion," was prominent and the predominating theme of every session and in the spirit of every member. The motto, so prominent at all our meetings here, "Merit begets confidence, confidence begets enthusiasm, enthusiasm conquers the world," was also in evidence and drew forth many comments from the representatives.

Many of the various committee chairmen having the convention in charge are well known to us:

J. W. Garson,
Convention Committee, Chairman, Mr. General Sales Dept., Advertising Dept., Promoting Dept., Mr. B. C. Kelson,
Manufacturing Dept., Mr. W. R. Seplein

General Accounting Dept., Mr. H. C. Schofield,
Committee on Exhibits and Tests, Messrs. Garson, Seplein, Malsey and Baird,
Committee on Trip Through Factory, Messrs. Seplein, Fletcher and Wheelright,
Committee on Convention, Messrs. Kelson and Coker,
Committee on Hotel Arrangements, Mr. B. C. Kelson,
Committee on Banquet, Mr. T. B. Berger.

At 9.30 Thursday morning the managers and representatives assembled in the convention hall and spent a half hour in becoming better acquainted. A number of new men had been added to the selling force the past year, and old members and new thoroughly enjoyed themselves. The weather was very mild and bright and everything propitious for a pleasant and profitable meeting.

Mr. Garson brought the convention to order and extended a warm welcome to the representatives. He explained the purpose of the convention and alluded to the pleasure it gave him to see every man present who had attended the first convention a year ago and to see new faces before him also.

He introduced Mr. Cottingham, who spoke of his connection with the Company and the aspirations he had for its development.

The session then adjourned and



Continental Salesmen.

formed in squads, spending the next two and one-half hours in inspecting the factory. Mr. Sieplein had done his utmost to have the works in good order and much interest was displayed in noting the various processes of manufacture. The most important building, naturally, was the new structure where B. P. is being made.

The men were much interested and impressed with the up-to-date methods employed and with the care and thor-

had been erected and an outside caterer furnished a good lunch for the entire convention. During lunch the B. P. badges, as shown in an illustration elsewhere, were distributed, and immediately after lunch all adjourned to the grassy slope in front of one of the buildings, where a number of photographs were taken.

The session following lunch was devoted to B. P. It was soon apparent that the goods were right, the



Management of the London Business Session, Mr. Cottingham, Mr. Garsun, Mr. Kelson. Front Row, Reading from Left to Right, Mr. Sieplein.

ough manner in which B. P. is put together. A large building has been erected solely for the manufacture of this product. A varnish works and storage building is under construction and a new storage warehouse is also started. The increased facilities of these buildings will help materially in convenience and manufacture and enlarge the capacity of the factory.

A specially constructed lunch room

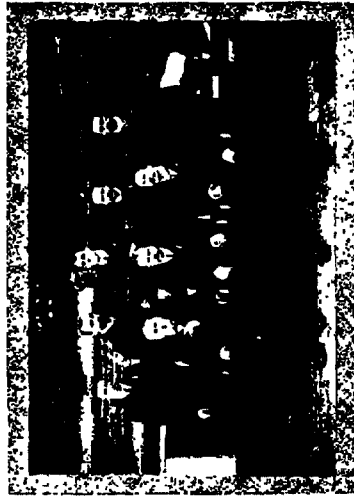
packages, labels, colors, etc., met with general approval, and B. P. will take the leading place in the English and Continental market as the best material for painting buildings.

Mr. Walbrook (as the representative) and Mr. Norwood (as the dealer) gave the meeting the benefit of an interesting discussion, arguing for and against B. P.

Mr. Kelson then outlined the value

of the B. P. proposition to the dealer, touching on the quality of the article, the originality of the line, and our methods of introducing and increasing the sale; the protection given the dealer; the promoting value of every agency, and the constant help to the merchants in more ways than one; the compactness of the line for selling purposes as against a large stock of Lead and Oil; the profit to the merchant; the value of the goods from the standpoint of satisfaction and constantly increasing trade, and the reputation they give to the up-to-date dealer.

Mr. Jessen spoke briefly on the result of his experience in introducing B. P. in Switzerland and pointed out how, when not able to interest the dealer at first hand, that it was well to see the local painters, awaken their interest, and then put the orders through the prospective dealer.



Town Salesmen—London.

other goods of the "old line," bringing out some valuable information which would help the men in securing trade. Thursday evening was free and many questions were discussed at the Great Eastern Hotel, where all of the men were stopping.

On Friday morning, Mr. Sieplein demonstrated the permanency of B. P., showing exposure tests, and Mr. Kelson took up the advertising and promoting work. The various goods in the list that are of especial interest to the dealer were also taken up.

The Convention Banquet.

Holborn Restaurant, London, March 16, 1906.

A part of the convention program a banquet was tendered the representatives and heads of departments on Friday evening, March 16, 1906, in the Piscatorial Room of the Holborn Restaurant. Thirty-five members of the selling force and department management were in attendance.

The affair proved an unequalled success from every standpoint and played an important part in further cementing the good feeling between the representatives and the management. Mr. T. B. Berger had the menu and program in charge and it was due to his able efforts that all ar-

rangements were carried out smoothly.

The Piscatorial Room derives its name, as may be surmised, from the mounted specimens of the finny tribe, in glass cases, lining the walls. It is a popular place for little gatherings and has been used on former occasions by the representatives.

The banquet tables were arranged in the form of a letter "L," making it possible for everyone to see and hear. Mr. Cottingham, who acted as toastmaster, sat at the head of the table, with Mr. Garson at his right hand. Mr.

Norwood, our senior representative, was first to the left of Mr. Cottingham, while ham, while on either side, at the head table, were Mr. Murrell and Mr. Maivey of the "Old Guard." The remainder of the force were seated on both sides along the length of the other tables.

The following menu was served:

Natives Royales
Fortue Claire
Creme de Tomate a l'Americiaine
Saumon d'Ecosse Saure Homard
Salad de Conombre
Blanchaille
Cote d'Agneau Rebonne
Pommes Nouvelles Rivoletes
Petit Pois au Beurre

Kit de Veau Moderne

Mandarine Glacée

Paulet de Surrey en Couverole
Salade

Jambon d'York au Marsala

Pouding à l'Ananas

Bombe Holborn Gauffretteo Vanilles

Desert

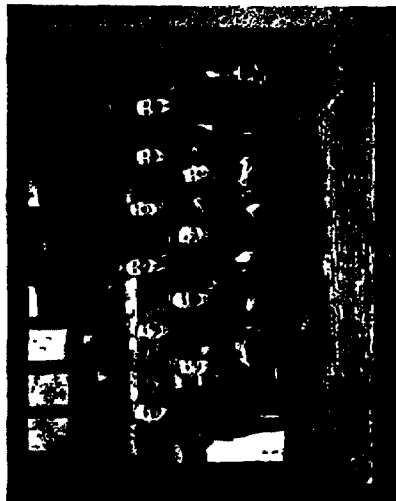
Cafe

At the conclusion of the courses, cigars were passed and everyone prepared for the program to follow.

Mr. Cottingham arose and, in a few well chosen words, called for a toast to his Majesty, the King. This was drunk with a hearty fervor and three rousing cheers and a big "tiger" given for King Edward. The Chairman next proposed a toast to President Roosevelt and this, too, was hailed with cheers.

At this juncture a flashlight was taken of the banquet party, and a half tone reproduction of the picture is shown on another page.

The program of the evening was opened by a little speech from the Chairman, who told in an interesting manner some of the experiences Mr. Garson and he had enjoyed in their twenty years of business association.



Country Salesmen

Considerable amusement, especially, was caused when Mr. Cottingham explained how he had first become acquainted with Mr. Garson when the latter called on him at his little office on Notre Dame Street, Montreal, many years before. He told, humorously, how honored he had felt that a representative of the great firm of L. B. & Sons should visit him. "The timid salesman," (as Mr. Garson later described himself), opened the conversation on this memorable occasion and divulged the purport of his visit by intimating that he would be pleased to book an order if Mr. Cottingham would promise not to tell that the Berbers were selling him.

At the close of his enjoyable talk, a telegram was handed the Chairman from Mr. Arthur Berger, a former manager. It expressed his regret at not being present and wished the Company and its employees continued success. All present appreciated Mr.

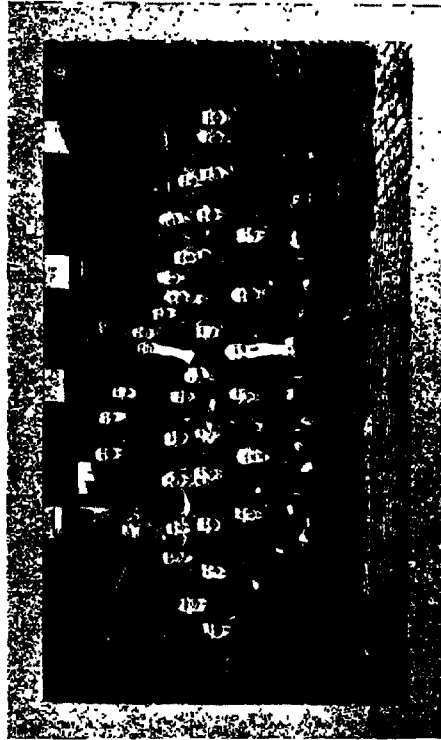


Berger's thoughtfulness and the Chairman voiced the universal sentiment of the organization when he stated that he hoped the present organization would continue to do credit to the Berger name.

The unavoidable absence of Mr. Sherwin from the banquet occasioned much regret and it was proposed, and unanimously adopted, that a telegram be sent our President expressing the sentiment of those present.

Mr. Garson, when he arose to speak, was given an enthusiastic reception. He spoke briefly and feelingly of the great purpose we had set out to accomplish in the re-organization of the business, and at the conclusion of his remarks, all present felt that a great work indeed was ours, but that the opportunity was there and that each day was bringing us closer to the attainment of the objects we are striving for.

Mr. Walbrook then rendered a fav-



Convention Group, Managers, Salesmen and Representatives.

orite song. "Off to Philadelphia," Mr. Norwood would be spared to re- which was heartily applauded. This main in the service another thirty-one years.

After Mr. Norwood, Mr. H. Roche, Berger and a recitation delivered by Mr. Baird. Mr. Lewis also sang his "Bandalero," giving it in the true Spanish style.

Mr. Cottingham, in introducing Mr. Norwood, our Scottish representative, who gave a recitation in the true "Hieland" tongue, spoke with feeling of the thirty-one years of faithful service Mr. Norwood had given the Company and of the success with which he had carried the "Mercury" trade mark to many parts of the world. He pointed out that it was the Company's policy to stand by the much pleasure to note the great enthusiasm which pervaded the staff,



Mr. Cottingham
introducing Mr. Norwood
our Scottish representative

The Menu



Flashlight of the Banquet Tendered Representatives and Heads of Departments on Friday Evening, March 16th, at the Pastoral Room, Holborn Restaurant, London

and that he felt assured that such confidence and belief in the policy of the firm could not fail to promote the welfare and success of the London business.

The Chairman, in reply, referred to the pleasure it had been for him to be with the staff on such an auspicious occasion, and expressed a hope that he would be permitted to attend many similar banquets in years to come.

The evening was brought happily to a close by the singing of "Auld Lang Syne" and "God Save the King."

The Close of the Convention.

The Saturday sessions were interesting. Many of the problems and questions which naturally come up in a new proposition were discussed and suggestions for improvements and changes were talked over. Many beneficial and helpful points were brought out and the men now enter another year better equipped to overcome difficulties and win victories in the great new field. The convention closed with "Auld Lang Syne."

Plans are already being laid for the annual convention next year.

A Pleasant Surprise.

Soon after our arrival in England, Mr. Sherwin and myself, met with a very pleasant surprise in the presentation of an exceedingly handsomely illuminated address (*shown opposite the first page*), from the general foremen of the London plant.

The address, which is a very artistic piece of work, was presented on behalf of the foremen by our Managing Director, Mr. J. W. Garson, at a meeting called for that purpose.

Mr. Garson's remarks were appropriate to the occasion and he very feelingly testified from his own personal knowledge and long association with the general foremen to the faithfulness and loyalty of the men to the Company's interests.

The little ceremony was altogether a very nice affair and the kind thoughtfulness of the General Foremen in remembering us at such a time will always be one of the pleasantest recollections in connection with our taking over the English business.

The address and its wording indicate the spirit of the London organization. It has the right ring to it, and there is no doubt they mean to make the London branch the "smartest productive center of the Company." Other branches please take notice.

The address now hangs in a prominent place in the President's office and we are proud of its possession.

The President and Gen'l Mgr.

Talks by the Sales Manager.

No 1.



ND: day when visiting the convention of one of the largest manufacturers of food stuffs in the country, I was much impressed by what seemed to be the dominant inquiry which was being made by the general sales manager from time to time, as the various lines were brought up for discussion—viz.: "What are you doing to move the goods off the dealer's shelves once you have sold them?" That gentleman went on to explain to the leader in sales of baked beans that, while they were gratified with the splendid increase and aggregate sale he had made in that line, they were more interested in knowing how much and what character of detail work had been done by him to supplement their general publicity and secure definite call for the beans after the dealer had stocked them. He also made the further statement that he believed that the company would be better off without the profits accruing from any first sales unless they were followed by such work on the part of the salesman as would help the dealer to unload and lead him to repeat his orders.

How much force there is in that policy for our own business you all understand from knowing the giant strides we have made and are making through furnishing the dealer with a superior quality and then producing a definite demand that turns his purchase into profit.

No salesman is building wisely or safely for the future who does all of his business for to-day, because it's the repeat orders of to-morrow and the days after, that come in as a result of the thoughtful and persistent detail work you did when on the ground that

count for you big in points for territorial work and total sales.

"The most successful salesmen have become so as a result of carrying out our policy along the lines referred to. A few of the salesmen, however, have not done as well in that regard as they can, and now is the time for those men to turn over a new leaf as it were and see what can be accomplished from such work for the time remaining before vacation.

If you haven't been regularly and persistently doing it, start to-day and call on architects, every painter, contractor and consumer of account who can influence the movement of our goods off the dealers' shelves—not only talk, but when necessary demonstrate the goods so that such parties may be convinced, and stay so after you have gone.

Your stock orders are now all in. New agents possible for the spring are practically all secured and your sort up and fill in trips should now afford you an excellent opportunity for doing the work referred to herein as well as any other of a special character which may be demanded from time to time. If you haven't done such work, do it now, or if done indifferently in the past, do it thoroughly from this time forward, and if you do it it will surely increase the prestige of S-W lines and you, as well as the Company, will profit thereby.

A. B. Sclater
5
Mgr. General Sales Dept.

The Sherwin-Williams Company in the San Francisco Fire.

Oakland, Cal., April 26, 1906.
Have now heard from entire staff. Well, but badly scattered.

ALEX. SCLATER.

THIS was the welcome message that came to the executive offices at Cleveland on the morning of April 28th from out the great disaster which had visited San Francisco just ten days before.

As you will remember, early newspaper reports on Wednesday, April 18th, told the greatest earthquake in country. Press delivered to be greatly succeeding hour of that following graphically of earthquake and fire whole country was it. It seemed that Francisco was to be devastated as no other city had ever been.



quake shock, which Wednesday morning.

Mr. Alex Sclater, Manager Pacific Coast District

ing down, pavements sunk, gas mains and all was tumult in an instant. In the terrible conflagration which followed and raged unabated for five days in the heart of the city, sweeping all before it, hundreds of millions of dollars of property were destroyed, hundreds of lives lost and 300,000 people made homeless. Modern buildings of the latest fire-proof construction, old frame structures, steel, iron, stone and cement—nothing seemed to stop the fierce onslaught of the flames. Businesses of a life-time, industries of every description, factories, warehouses, public buildings, hotels, residences—all were swept away, leaving only a vast expanse of smoldering ruins and the dead and dying unfortunates caught in them.

The S-W. Offices and Warehouse at San Francisco.

The Sherwin-Williams offices and warehouse at 133 Second Street were completely destroyed by the fire which followed the earthquake of the 18th. Our location was almost in the center of the burned district. The building we occupied was an 'L' shaped structure of brick construction, three stories high, with a side entrance on Notama Street, and was devoted exclusively to

our business. The first floor was used for our offices and shipping departments and the second and third and basement for stock.

The first earthquake shock at 5:14 a. m. cracked the front walls of the building and jammed the doors, making it impossible to remove any of the contents. The stock-

keeper, Mr. Frank Hewes, was the only person to visit the building before the fire reached it. He succeeded in effecting an entrance to the offices but everything was in such a chaotic state that he was unable to do anything toward the removal of any of the Company's books and records. It was indeed fortunate that the business day had not commenced when the terrible upheaval took place and that the staff, which a little later would have been busily at work, was still at their homes.

The Call Building, on Market Street, was one of the first of the larger business

structures to take fire. Market Street is the main business thoroughfare of San Francisco. It almost bisects the city and all of the principal streets branch off from it, north and south. On the north side the streets run at right angles with each other, but at obtuse and acute angles with Market Street. On the south side all streets are at right angles with the main thoroughfare.

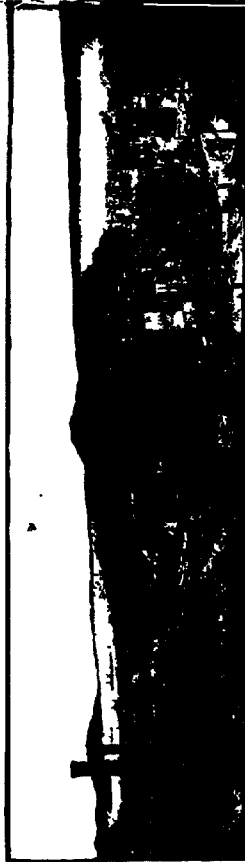
It is in this district, therefore, that most of the large business houses of the Pacific Coast are located. Beautiful office buildings and hotels, some of the finest in the country, tower along the sides and lend to this city of but 60 years' existence a metropolitan appearance that compares well with the largest cities of the East.

With the fire gaining a big headway in such a section as this, it is not surprising that there was little chance to check it, especially when there was no water supply to cope with the flames and the fire department was powerless.

The Palace Hotel, between Seround



The Map Shows Area of Burned District (dark shaded), 26 Sq. Miles. Star Shows Position of S-W Office and Warehouse.



A Panorama of the Burned District of San Francisco

and Third Streets, the largest caravansary in the world, and but a short distance from our offices and warehouse, was soon doomed, and when the newspapers told of its destruction, the management in Cleveland gave up all hope that our building could escape. Preparations were made at once—so far as they could be made—to take care of the situation.

The daily press has fully described the chaotic conditions which followed the catastrophe and the impossibility of securing information from the city for many days. Telegraph and telephone lines were rendered useless and railroads stopped running. The few lines hastily constructed for press uses could give no public service and the people of the country were kept in suspense till the service could be bettered.

Mr. Slater, manager of the Pacific

Coast District, resides in Oakland, forty-five minutes by ferry across the bay from the city, but a number of our employees lived in San Francisco, and days of waiting and uncertainty ensued. The first message that came from Mr. Slater told of the destruction of the offices and warehouse, but it was a relief to know through it that he had escaped, for Oakland had suffered in the earthquake as well as many other California towns. Not until eight days later, however, was Mr. Slater able to hear definitely from all the members of the staff, and it was ten days—as evidenced by his telegram at the beginning of this article—before the welcome news reached Cleveland. The keen anxiety was then at an end with the management, for all knew that Mr. Slater was the man of the hour and able to cope with the situation, confused and complex though it was.

Extraneous from Mr. Slater's Correspondence.

We quote some interesting passages from Mr. Slater's correspondence to Mr. Cotingham, the Vice President and General Manager, which graphically tell of the great disaster and show that undaunted spirit in the face of misfortune which will make light of the difficulties to be overcome in the rebuilding of our business:

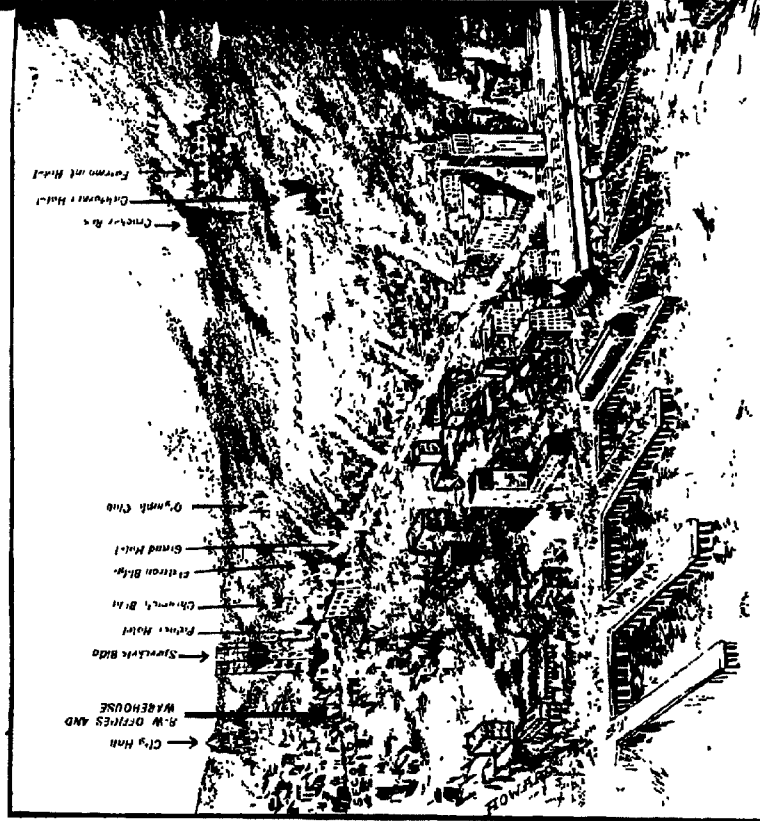
April 25, 1906.

"Your message expressing the hope that we were all safe was received two days after you sent it. I had wired you regarding the business and I knew you would gather from it that we were all right, otherwise I would have mentioned it. The first earthquake took place at 5:14 a. m. There was a succession of them,



Unpublished Photograph by Courtesy of The Cleveland Press

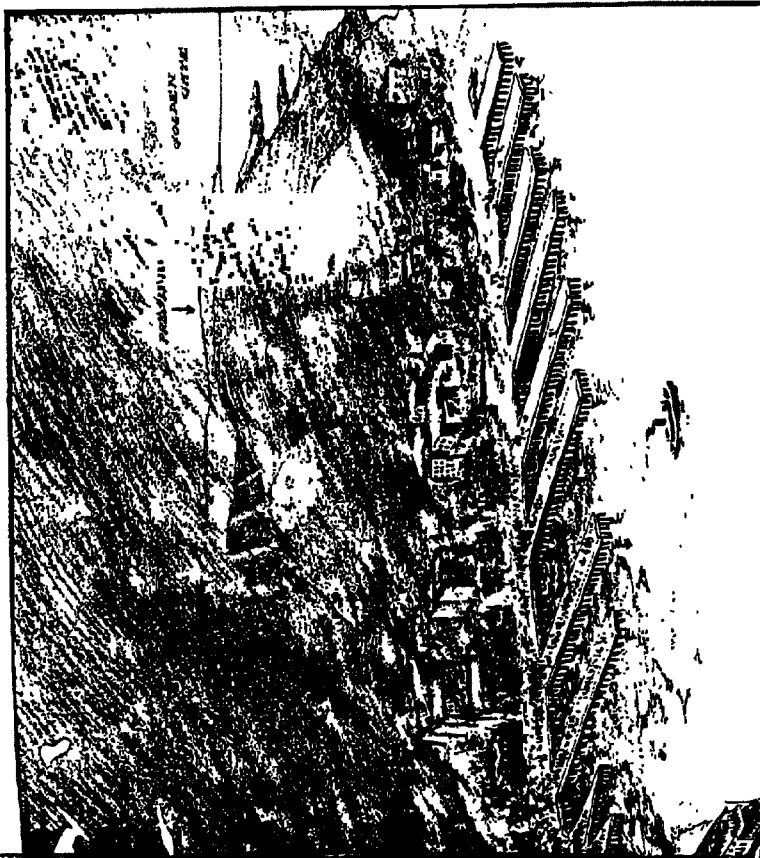
A Remarkable Drawing from a Photograph



Birds-eye View of the Water Front of San Francisco, Showing the Portion of the City Swept by the Flames and Giving a Comprehensive Idea of the Devastated Area. The Principal Buildings Destroyed are Indicated by the Arrows. Drawing by Courtesy of The Cleveland Press.

however of less violent proportions, during the day and night, and even the next day. Our house was tossed about, and had it not been frame, it certainly would have been down. Both chimneys were broken off at the roof and piled up in the yard and front garden. The house was filled with soot and every moment seemed as though it would be the last. As soon as things settled down sufficiently to give consideration to our interests, I set about at once to get to the city, but found the regular ways shut off, as the electric connection to the new ferry line was demoralized by the chimney falling in on the power house. This also stopped the street car lines and there was nothing to do but walk to the other ferry line.

of the Devastated Area of San Francisco.



When I arrived there I found Mr. Slaker, the cashier. He had also been shut off, as all lines had been ordered to bring no more people to the city, the fire by this time having taken hold of the buildings opposite the ferry building. After this I made an attempt to get over in a tug, but, finding that we could not land, did not go.

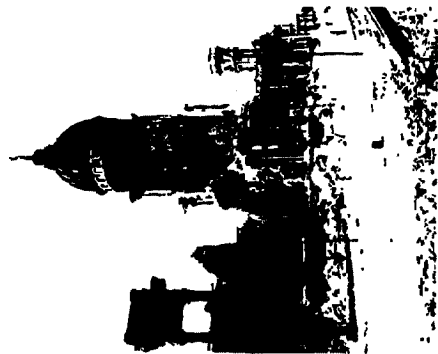
Although dazed by the earthquake, Mr. Slaker and I were anxious to get the safe rolled out of the building, if possible, or the contents carried off; also to find out who had been there—that is, to our office—and about our own staff. Only as late as yesterday (April 21), I was able to do this partly, as Frank Hewes, our stock-keeper, succeeded

in getting a pass over to see me. I am glad to say that he was at the store and went in before the fire, but as the front wall was so damaged by the earthquake, he did not get a chance to do anything more than go in.

"As soon as I found our place was gone, I set to work to do whatever I could to relieve the depressed situation of the people and to get track as soon as possible of our staff. It took me two days to get over to the city. I saw our place, however, the day after the fire, as for a short time in the morning business men were allowed over. After getting our permit we had to get another from the commanding officer to get to work unearthing the safe.

"The safe was about forty feet from the front of the building and was not far from that in the ruins. It was face up and had been through a frightful fire, for in the front of the building upstairs we had the case stock of Ruggy Paint, and on the top floor the case stock of Varnishes. Shingle Stains and Marine Paints. As the building was tottering in front from the effects of the earthquake, you can naturally see how the great bulk of the above goods would dump to the front of the building and immediately onto our office floor."

Mr. Sclater continues to say that



Runs of the \$7,000,000 City Hall, San Francisco. This Building was Damaged by the Earthquake Only and Was Not Touched by the Fire

the fire—not a paper left. They were the first people to get water onto the ruins, having it pumped all the way from the bay to their premises, which was possibly one quarter of a mile off, but on opening the vaults they found the fire had got in there and everything was gone.

"I saw the safe belonging to the British Consul opened. It also proved worthless. As I was coming down Market Street Saturday afternoon they were just completing the opening of two very large safes, which were in the paper warehouse of Schwabacher, Rey & Co., and the entire contents of both safes were burned up. There

was a notice in the paper a few days ago that about 40 per cent. of the safes were lost, but I believe the percentage will prove bigger than that, as a number of them have been waiting in case they are not properly cooled off before opening.

"You will have some idea of the heat that was in our building when I tell you that the iron doors on the sidewalk became so hot that they

After the Great Earthquake and Fire—the S-W's Spirit Undaunted.

As soon as definite information was had at Cleveland relative to the destruction of the office, as complete a list as possible of stationery and advertising supplies was made up and rushed forward to the Company at Oakland, where Mr. Sclater had the work of re-organization well under way.

A temporary office was opened in the store of our agents, A. Rittigstein & Co., at Oakland, as soon as arrangements could be made, and here the great task of creating order out of confusion was taken up by Mr. Sclater with the aid of those of the staff he could gather around him.

The following card was sent out at

doubled up and fell in, although they were still suspended on their hinges when I saw them.

"There is also quite a quantity of blue lead on the floor of our basement which I cannot account for, unless it was the intense heat reducing the white lead back to its natural state. The blue lead was found quite close to where the stacks of white lead stood."

once from Cleveland to the trade and helped to clear up the situation:

Cleveland, April 23, 1906
Our warehouse and offices at San Francisco were completely destroyed during the earthquake and fire, and for the present we shall have to handle all Central Pacific

shipments through our branches at Los Angeles, Portland, Ore., and Kansas City. Those who have been getting their supplies from San Francisco can have orders taken care of immediately at any of these points, and we would request them to send orders to the nearest office until further advised. On all such shipments we shall allow the differential, making the freight the same as though shipped L. O. B. San Francisco.

We hope soon to have complete information regarding our plans for the future at San Francisco, and shall probably send advice.

The STEWART-WILLIAMS Co.



The California Hotel and Theatre, a Modern Fire Proof Structure on California Street Just Above Montgomery Street, After the Fire

On all such shipments we shall allow the differential, making the freight the same as though shipped L. O. B. San Francisco.

We hope soon to have complete information regarding our plans for the future at San Francisco, and shall probably send advice.

The STEWART-WILLIAMS Co.

Already the ruins of our old building on Second Street have been cleared away and a new structure, one of the first under construction, is going up on the site. A temporary warehouse has been secured for the shipments of goods rushed forward after the fire, and the trade has been well cared for. Portland, Kansas City and Los Angeles immediately came to the assistance of San Francisco and gave splendid service to the demands of the territory. There has been, therefore, practically no interruption in filling orders.

Although it is no little thing for a business such as we had at San Francisco to be swept out of existence in almost the twinkling of an eye, the Sherwin-Williams push and enthusiasm will overcome every handicap and rapidly build up our organization again. This misfortune will only prove a greater incentive to determined and persistent effort, and a few months will see The S-W. Co. on its old footing.

The courage, loyalty and enthusiasm of the entire staff now working for the re-organization and re-building of the Company in the unfortunate city, is plainly evinced by these words in a letter of Mr. Sclater's:

"The situation that confronts us, although extremely serious, does

not at all discourage us, and we assure you that both the customers and the Company will get the very best we have in us."

With such a spirit of confidence and hope permeating the workers in San Francisco there is no doubt of what the result will be. Our growth on the coast has been rapid since we established our warehouse in that city some five years ago, and this setback we have received will be only temporary in its effect on our business.

Our new establishment will put us in a better position than ever to go after the business of this splendid territory and to dislodge any competition in the field. With the rebuilding of almost an entire city, there are strenuous times ahead for the San Francisco staff and they will live up to the great opportunities before them.

Of the part that Mr. Sclater played at a time that tried men sorely, too much cannot be said. He kept cool and collected through all the disorder, and it is to him that credit is due for the quick mastery of a tremendous situation and the rounding of affairs into shape so soon. His good judgment of just what was needed to be done has eliminated much of the confusion naturally resulting from such a catastrophe.



The S-W Offices and Warehouse at San Francisco, as They Appeared Before the Fire

The Future of San Francisco.

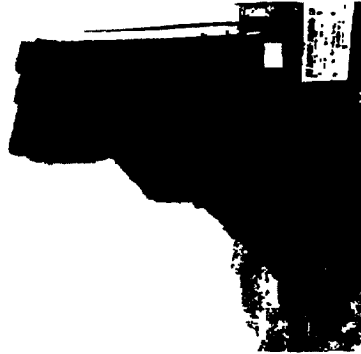
From the ruins of the old city a new San Francisco will arise, grander and better than the old could ever hope to be. From the baptism of fire, her people have come out only with new determination in their hearts to make their city greater than ever before. Even the fear of other earthquakes has vanished in a general sentiment of faith in the future of the coast metropolis.

The generous response, too, of the whole country to her appeals for aid has been a big factor in putting new courage in all hearts, and with the Western grit and hustle and push, a few years will see San Francisco once more the Golden City of California.

As Lyman Abbott so truly says in *The Cleveland Press* of April 21st:

"San Francisco is not destroyed. Not buildings, but men, make a city."

"The earthquake and the fire which have desolated her streets have proved the unshaken fortitude of her heroic men and women."



The S-W Offices and Warehouse, as They Appeared After the Fire

Turk Street.

Stock was rushed to them from Los Angeles and they were early prepared to take care of the selling opportunities made by the conflagration. Another evidence of quick work on the part of the San Francisco staff.

"THE Sherwin-Williams Co., Paint and Varnish Makers, will occupy these premises about June 1st, 1906. Several car loads of our products are now being rushed from our factories. Yours for Greater San Francisco, The Sherwin-Williams Co., Largest Paint and Varnish Makers in the World."

Sign, 6 x 10 feet on the Site of Our New Offices and Warehouse at San Francisco. (See Lower Right Hand Corner of the Picture Above)

NOTE.

One of our agents in San Francisco, Julius Haug, 3575 Sacramento St., who was outside the fire zone, had his stock of S. W. P. confiscated soon after the work of rescue began. The military authorities wanted paint for one of the hospitals, and they evidently knew the best kind when they saw it.

The first new agents in San Francisco after the fire were Brittain & Co., Van Ness Avenue and Turk Street.

Specialty Talks to the Salesmen. Linsed Oil, Black Japan, and Lithographers' Varnish.

BY MR. WM. BULGER, MGR. LINSSED OIL DEPARTMENT



WE are indebted to the Department of Publicity for a very attractive circular issued for the Linsed Oil Department which has been mailed only to the general trade in Northern Ohio and nearby points in Pennsylvania, Michigan, New York and Indiana. The folder gives a comprehensive talk on our process of manufacture and lists the following oils for the market: Strictly Pure Raw Linsed Oil, Strictly Pure Kettled Boiled Linsed Oil, Strictly Pure Screw Press Raw Linsed Oil, Strictly Pure Varnish Makers' Linsed Oil, Strictly Pure Bleached or Refined Linsed Oil (Lead Grinders' Oil) and special oils for manufacturers' purposes. This circular, offering our oils to the trade, is issued experimentally for Central Division trade only and the business will not be extended, as our territory for the sale of these oils is restricted because of shipping requirements.

We are now in a position to fill orders for our regular trade in the restricted territory noted above, and feel that all oil sent out to be used with our own paints cannot help but give better results than when any other brand on the market is used, particularly in the case of some manufacturers who generally find it necessary on account of this quality to sell from one to two cents or more under favored brands in order to make sales.

It is our intention to put out only the best grades of Linsed Oil at all times and on this account our goods should command a good premium over the ordinary product which is upon the market.

Through the courtesy of the Editor of THE CHAMBLEON we are allotted space to appeal to the representatives to push one of the best selling products of our business—Black Japan.

These goods are being made at the Linsed Oil Mill, as we have a complete and modern equipment there for their manufacture. The greatest care is taken in the selection of the oil, the same grade being used as in our finest clear varnishes. This, combined with the best Asphalts we are able to buy, coupled with the skill of our experienced Black Japan makers, we believe gives us a line of goods unequalled on the market.

You all know the great care taken all through our process of making Linsed Oil, from the selection of the seed to the finished product, and we feel sure that we have an advantage over the general run of manufacturers, who are apt to get their supply from the cheapest source.

In addition to our regularly listed goods we will be glad to match any samples sent in to be used for special purposes, such as Black Wood Enamels, High Heat as well as Low Heat Bakings, etc.

We feel that there is a great field for Black Japan, and with the support of the salesmen we hope to make this department one of the largest in the business.

We request that our regular goods be pushed and placed whenever possible and we recommend the following Black Baking Japan:

Climax Black Baking. This is a Japan used largely for dipping. It has a good body and can be reduced

equal parts with naphtha, but better results are obtained with less thinner; can be baked 275 to 350 degrees Fahr., where coal or coke fire is started at 5 o'clock and reaches a maximum temperature in 6 to 7 hours and work is left in oven to cool until morning.

Especially adapted for shelf hardware, coffee mills, registers, ventilators, etc.

Radiator Black Baking. A good grade of Japan that will stand a high temperature without becoming brittle. Supplied in brushing consistency; bakes with a good gloss in two hours at 400 degrees Fahr. Can also be baked for 8 hours at 300 degrees Fahr. and 6 hours at 350 degrees Fahr. Intended for sewing machine stands, coal and oil stoves, carriage and saddlery hardware and similar work. May be thinned with equal parts of naphtha for dipping. One part of naphtha to two of Japan gives a better gloss and texture.

Premier Black Baking. This is the highest grade for typewriters, sewing machine heads, and any work requiring highest finish and greatest durability. Works freely under the brush and finishes with a brilliant lustre. Sets in 15 to 20 minutes and bakes hard enough in 5 hours at 200 degrees Fahr. to allow rubbing and polishing. Can also be baked at a higher temperature for a shorter time—3 hours at 350 degrees Fahr., 4 hours at 300 degrees Fahr., and 8 hours at 250 degrees Fahr. Most elastic and durable results are secured by baking at lowest temperature. This Japan is supplied in brushing consistency. Additional thinner is not advised.

We have a line of low priced as well as high grade Black Air Drying Japans suitable for all purposes, and we have had excellent reports on them

as to working, covering and drying properties.

We recommend any of our regular goods and give below a brief description of them:

No. 5 Black, Air Drying. For rough castings, boilers, sheet iron work, etc. For brush work, thin with one part of naphtha to four parts of Japan; for dipping, with one part of naphtha to two parts of Japan. Dries dust free in 15 to 20 minutes and hard in 4 to 5 hours.

A Asphaltum. A heavy bodied black varnish. Can be thinned with benzine for dipping work. Does not grow brittle like cheaper grades.

Premier Black, Air Drying. For brush work. Recommended for use on iron railings, etc., where a good lustre is required. Dries dust free in 15 to 20 minutes; hard in 4 to 5 hours. Furnished ready for application.

We trust that all our salesmen will push this line to the fullest extent, and we, in turn, will back them up with goods which will meet any legitimate requirement and will, at the same time, be glad to give them every help and information necessary to land the business.

In ordering, salesmen should be careful to give all possible information regarding conditions regarding the use and baking of Japans now being used, whether dipped or brushed; kind and class of goods; how much reduced, and with what; number of hours baked, and if coal, coke, gas or steam heat is used; whose make they are using and price, and when possible obtain at least a pint sample.

Lithographers' Varnish.

During the past two years we have been putting out our brand of Lithographers' Varnish to lithographers in all parts of the coun-

try, and from the most satisfactory reports we have from salesmen and customers in general we believe we have a superior article, both as to color and working qualities.

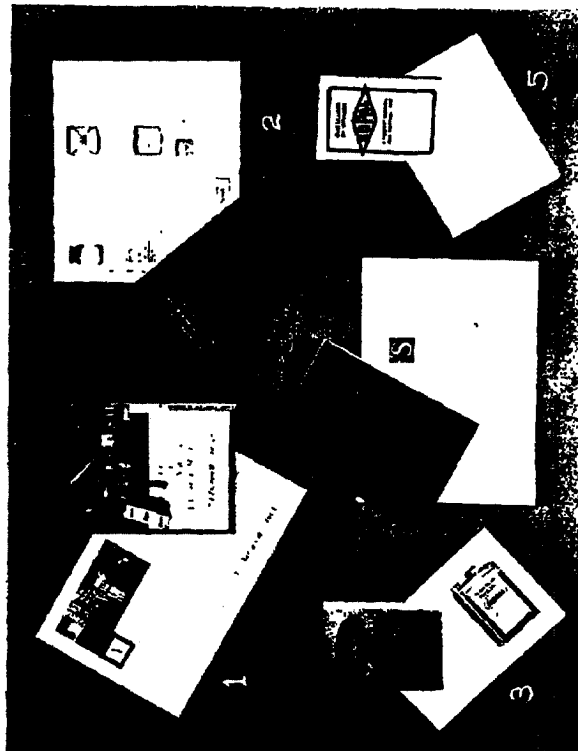
In almost every large city there is more or less used and we believe that some time devoted to its sale by each salesman would result in the course of a year of a very material increase in our output.

This product is also used in large quantities by printing ink manufacturer-

ers, any of whom we would be glad to figure with when making their semi-annual contracts if you will take it up with the Manager of the C. & M. Department, who will be glad to give any information required regarding the goods as well as furnish either small or working samples to interested trade.

We can assure you that our goods are right and you need have no fear in putting them up against any brand on the market as to quality or price.

Some of the Promoting Features Issued by the D. of P. During the Month.



1. Folder to Dealers (F203) sent out from Cincinnati, Buffalo, Detroit and Pittsburgh
2. Dealers' Price List (U).
3. Excellency Varnish Booklet (B221).
4. April-May issue of 'The Spectrum,' to Arch terts.
5. Kopal Varnish Booklet (B15).

Our New Varnish Testing Department.

It may not be out of place at this time to say a few words in regard to our new varnish testing department.

Last year we found that, owing to the large increase in sales of varnish and the cramped condition of our old testing department, it would be necessary to plan out and inaugurate a new department separate from the old. The present varnish testing department is the outcome of this planning and thought.

We have for a long time thought the time was near when we would be compelled to reorganize our testing department, and put into effect a great many improved ideas that we had studied out at leisure moments, thereby perfecting the testing of varnish and gaining a more thorough knowledge of what our line of varnishes would do.

Up to last year, the process in vogue was a first test after the goods were manufactured, and then an age limit being set upon each line of goods—which was of necessity more or less arbitrary—and when this limit was reached, a second test of the goods was made, and permission given to the filling department to fill when necessary. This did not seem to be the best method, although for the time it was satisfactory. But as time wore on and new demands were coming up constantly for special goods for special purposes, it seemed to us that there must be a better method which could be put into force. The idea that varnish should age and ripen up, is a sure fact, but instead of having an arbitrary age limit, as it were, it seemed to us that there must be some absolute time when different grades of varnish must arrive at their per-

fection, similar to the ripening of fruit, but unfortunately we could not see this time approach in the same manner as one could see the ripening of fruit.

Since moving into our new department, with a great many ideas worked out, and the working force increased 75% to what it was last year, we are now enabled to carry out certain lines of testing which we are sure are more perfect than any we have ever put into practice before. For example: Instead of having this first test made and then the somewhat arbitrary age limit placed upon it, and when the time had arrived, giving the second test and pronouncing it O.K., we now pursue a somewhat different course. Instead of waiting an arbitrary length of time, we have from week to week new samples drawn from the tanks of different lines of goods, and re-tested weekly, until the time arrives that we feel sure this particular piece of goods has thoroughly aged, ripened and rounded out to its nearest point of perfection. By this means we arrive at a positive conclusion with no arbitrary or "I think so" proposition in the case.

Again, in making these tests from day to day and week to week, each varnish is tested in practically the same method for which the goods are designed. That is to say, if it is a Furniture Varnish, it is tested out on panels filled and brought up in identically the same way as it would be in a furniture factory. If it is a Railway or Carriage Varnish it is tested on boards that are primed, filled, rubbed out, colored, etc., just as it would be in practical use, and this too, carried through on schedule time, as it is in general practice at the present time.

Another improvement in the testing of varnish by the method we are carrying through is that, if time will permit, by the end of the year we will be in a better position to know absolutely when a varnish is at its greatest perfection than we have ever been able to determine before. Of course our tests in the past have been reasonably sure and satisfactory, but with the methods we are now pursuing at the present time, we will be able to determine positively just the point where it might, instead of improving a varnish, injure it by aging longer than was necessary. For example: If a long oil slow drying finishing varnish takes, say twelve months to ripen, round out and age to its greatest perfection, it would be an injury to a very quick short oil varnish to age beyond a proper age limit, as the quicker drying goods would naturally body or thicken up beyond any good working proposition.

Each and everyone who is engaged in the testing is impressed with the importance of absolute accuracy, carefulness in watching, and cleanliness in every test that is made.

We now have more time to study out improvements than we had in the past, and as it becomes necessary to add to our force, in order to carry out our ideas of improvement in the varnish line, it will be attended to.

In the past some of the tests connected with varnish manufacturing were done in different departments, while at the present time all of the tests, both physical and otherwise, are all conducted and carried out under one head, thereby making it easier to detect and correct any slight variation in uniformity long before it is necessary to use the goods, which places us in a position to correct it in ample time, so we can at all times feel sure

of being absolutely as uniform in our line of varnishes as it is possible for human skill and thought to make them. By having more time and confining our thoughts to one particular business, we have been enabled, by a process of elimination, to cull out some of the goods that formerly were not satisfactory to us, and substitute for special purposes goods that are much more satisfactory to the work to which they are to be applied. This has become absolutely necessary—more in the line of special goods, than in our regular lines, which are now very satisfactory for their each individual purpose.

We feel that we have as yet scarcely touched the possibilities in the varnish line, and we are wide awake and doing everything in our power to still further perfect our line, and we believe that if there ever was a time when one would be excused for patting themselves on the shoulder, or congratulating themselves, we should be permitted to do so, when we speak of the pride we have in our new testing department. We believe that if any of the doubting brothers on the road would come in and spend a short while in this department, asking questions and finding out just how we are doing business, that they would go away feeling that it had been time well spent, and their doubts had been put to rout.

M. L. SIMS.

More people fall from lack of force than from lack of education or opportunity. A man may be well educated or brilliant, and yet, for lack of force, be a complete failure in his vocation. A man or woman may succeed without education, but not without force: without capital, but not without energy.—*Success*.

European Distributors for S. W. P.

WOST of our representatives will remember Mr. Brown of Mulhouse, Alsace, who attended our Montreal Convention and made many friends among the staff.

Mr. Cottingham, when in Europe, visited Mulhouse and met there Mr. Brown's principals and was successful in closing a contract with them for our agency for all of Europe excepting Norway and Sweden, where we are already represented. The contract was made with Mr. Charles Naegely, who is to be the head of an

important new company to be formed in France for the sole purpose of handling the Sherwin-Williams products throughout Europe, with headquarters in Paris.

Mr. Naegely is a man of large and successful business experience, full of energy and enthusiasm, and under his able direction, the new company is sure to make a grand success of their undertaking, and place S.W.P. in the very front rank in the European market.

Mr. Naegely has promised to come to our convention this fall and will be a very welcome visitor.

Two Promotions at Newark.

RECENT changes in the organization of the Promoting Department at Newark have advanced Mr. S. B. Woodbridge, formerly Manager of the Promoting Department, to Chief Clerk, and Mr. J. A. Rowman, formerly first assistant, to Manager.

Mr. Woodbridge is a graduate of Yale University, in the class of 1904, and has been with the Company from the time he left college. His first position was that of second P. D. assistant, but he advanced steadily



Mr. J. A. Rowman

through the positions of first P. D. assistant, P. D. Manager, and Trades Sales Manager. He has given faithful and efficient service and his promotion comes deservedly.

Mr. Rowman came to the Company in the Spring of 1905 from the New Jersey Central Railroad, with which he had been connected for seven years. His good work has won him this splendid advance and he will undoubtedly make the most of his opportunities.



Mr. S. B. Woodbridge

The Top-Notcher Prize.

THE top-notch prize for the best record in this year's business on the other side is a trip to our own convention in this country next November. This is certainly a fine prize which every member of the English selling force would like to win. The successful man can rest assured that the

representatives and management here will make the trip interesting and profitable to him. Already a number have requested that passage be engaged for them, so it is evident that some records will be broken and new laurels will be won for the London business this year. The contest will be interesting and close.

DIVISION NOTES.

Central Division.

The slow spring has delayed the painters in Central Division, and, as the result, we are busier than ever here at this time and shall continue to be for several weeks to come. This cannot be more forcibly shown than in the activity displayed about our various warehouses. These warehouses are showing themselves to be a big factor in our increased business. Things are moving with such strides in Cincinnati that we have been forced to send Mr. L. K. Schwartz, formerly Chief Clerk of the Central Division Trade Sales, to take the position of Chief Clerk of our Cincinnati warehouse in co-operation with our local representative, Mr. Pendery.

At Buffalo, too, we have found it necessary at this writing to install a Chief Clerk for our warehouse. Additional attention also to our younger warehouses in Pittsburgh and Detroit will be the inevitable outcome of our increasing trade at those points.

We are installing in our warehouses, as far as possible, the same systems as obtain at the home office. Each warehouse forms an integral part of the

complete whole, the systems in it being so simplified and systematized that they will work together in harmony with our systems here and give as perfect service to our agents in the remote corners of the territory tributary to the warehouse, as could be secured if they were in our immediate locality.

Our sales thus far for May show a remarkable increase over those of a year ago, and this is due in a large measure to the fact that we are showing our agents and dealers what the Sherwin-Williams methods mean. Work with the property owners is the all important thing, for in satisfying the consumer the dealer is bound to come.

If Central Division does not come up with an extraordinary showing within the next two months, we will have nobody to blame but ourselves. With a good stock of all of the advertising features and the much longed for price lists and with a later painting season than some of our competing divisions, we have much yet to look forward to before we call our season done.

Middle West Division.

The possibilities for large business with hotels was demonstrated by a nice order received from The Grand Hotel at Mackinac Island, Mich., in Mr. Ward's territory. It consisted of one barrel each of Outside Gloss White, Inside Varnish White, Porch Floor Paint, and 20 gallons of Salamander Smoke Stack Black.

already received five orders, as a result of our promoting work. This shows the value of work with agents with a view of getting them enthusiastic on our personal letter proposition.

We are still securing new agents and in the total are considerably ahead of last year. There is ample opportunity to increase the number still further, and we have no doubt that we will continue our lead for the balance of the year.

One of our agents in Iowa who had never made use of the property owner letters was recently induced to send us a list of ten names and we have

Eastern Division.

We welcome into the S. W. fold Mr. Gilbert Spruance, who during April took up work in territory 203, vice Mr. W. M. Trippe, resigned. Mr. Spruance is an experienced painter and varnish man and knows much about our line, as a result of being up against our men and goods on many occasions.

As a result of special work being done by the Promoting Department we are receiving thousands of property owner names for our "personal letter" work. Make it millions, boys, and then you will see how S. W. P. will move from your agents' shelves. The other day we received an order for twenty-two gallons of S. W. P. reading as follows:

The new office building and varnish plant are nearing completion. We will of a certainty soon have the finest plant on the circuit and why shouldn't we?

"This order is the result of your personal letter advertisement which does get business. Please ship these goods with order given Mr. — and oblige."

We are pleased to quote a letter received from representative Mr. C. P. Jarden.

Recently my wife secured a new maid who hails from Corinther, Dromod, Ireland. Last year she paid a visit to the old country and found things very much improved after her absence of six years. The other day while cleaning house (you notice I have been traveling a good bit lately) she came across some of our literature on which the "cover the earth" design stood out in bold relief. She looked puzzled for a moment and then a broad grin came over her pleasant Celtic features and in a rich brogue she exclaimed: "Now, wat d'ye think o' that! Sure, an' whin I want to see me cousin Kinty in her fine house, the painter men were doing it up in

Now is the time to hit up the Shingle Stain trade. Shingle Stain is not carried in stock by agents regularly, therefore it is necessary to keep everlastingly at them to make sure that they get after the business and that when they get it they order the Sherwin-Williams products. It is surprising to see how some territories that would not be expected to yield a great trade for Shingle Stain sell ten times as much of the goods as to expect great things. After all it is "the man, not the territory." Be the man!

illegant stoir, and they had a big sign in the yard with the silt-same readin' as this. Sure, it makes me rale homesick."

During April we received a great deal of valuable instruction from Messrs. Schafer, Beardslee, Sohlinger, Smith, Mountain and Jacobs, which we appreciate greatly.

Southeastern Depot.

March and April were banner months for the Southeastern section, and we are looking for better things still for the month of May. The boys have their coats off and are going after everything in sight. We see indications of more carload business and expect to have the game bagged before another issue of THE CHAMPELON.

Another good mill order for S.W.P. from Representative Kiser. Good work!! Kiser is keeping his eagle eye on the Top-Notcher Salesmen's Competition, and is out to win.

Representative Minetree has done

New England Division.

The season now seems to be in full swing, and mail orders, together with the representatives' direct orders, are coming in in a very pleasing manner.

Mr. J. A. Benson, who has recently joined the traveling force of this Division, was taken down with pleuro pneumonia soon after starting out on his territory and has had a very severe attack. He is now able to sit up, and we hope to see him out on his territory before long. Mr. Benson was formerly manager of the C. & M. department at Newark.

Mr. W. B. Copeman, who has been in the shipping department ever since the opening of the Boston house, will

some good work in having Handcraft Stains and Galvanized Iron Primer specified on a fine new hotel being erected in Winston-Salem, N. C. Representative Wallace has succeeded in having Snow White Paint specified on the new State Capitol at Montgomery, Ala. Mr. Watson is also getting us some nice Handcraft Stain business up in South Carolina. Good work all around. Handcraft Stain proves a winner with every architect and orders from a number of our territories are coming in in fine shape.

Only a couple of months now before vacation time, and every one of our men are getting around in the home stretch at a gait that will make a splendid finish.

The Southeastern Depot extends its sympathy to our brothers from the Pacific Coast District, and we regret to learn of their misfortune in the recent San Francisco disaster.

now look after the work on city territory No. 406, formerly traveled by Mr. Morgan, who is no longer with us.

Mr. H. W. Putnam reports business flourishing in Northern Vermont and New Hampshire, and as the records show that he landed 56 new accounts last month we do not wonder that he feels this way.

Mr. J. G. Weber spent several days with us, suggesting changes and improvements in our warehouse and shipping department, also handling of the stock, which we feel will work out to good advantage and result in greatly improved service to all of our

trade. We like to keep in close touch with all the latest methods of handling the work, and feel that the visits of the heads of the various general departments are of great value.

We have also had calls from Messrs. Harry Dwight Smith, Geo. A. Martin, A. E. Schafer and H. D. Whittlesey.

Southern Pacific Division.

The quick response of the Southern Pacific Division to the need of San Francisco's sufferers was truly in keeping with the fellow-feeling which pervades the entire ranks of our large organization. Our staff, in connection with that of W. A. McDonald, made shipment of five large cases of food to us as naturally as if they had the day after the earthquake. We all felt the truth of the adage, "He gives twice who gives quickly."

We have just received a town report from Mr. G. F. Wise which we think is worth mentioning. It shows ten calls and six sales. One agent's order, three dealers' orders, and two C. & M. orders. This is from a town of 5000 and shows what can be done when a town is thoroughly worked. Many towns offer the same opportunity



SALES DEPARTMENT NOTES.

Competition Reports.

Steady and consistent gains have been made in all the contests this month, but no especially brilliant work has been done. The leaders are closely bunched in the running; it yet remains for the best man to take a decided lead.

We have the selling organization with which to accomplish great things and we would like to see the race this year a record smashing one. Let us go after the business with a new vim

Central Pacific we are confident that the other divisions will be compelled to look to their laurels.

Record of New S. W. P. Agents.

The two first positions remain unchanged this month, but Middle West and Central trade their places of last month and Mr. D. G. Craig is now third in the line, with Mr. Collins of Eastern tying him.

The record to May 1st is as follows:

Southwestern Division,	W. B. Ellis.....	38 New Agents
Canadian Division,	H. H. Eager.....	27 New Agents
Middle West Division,	D. G. Craig.....	26 New Agents
Eastern Division,	A. D. Collins.....	26 New Agents
Central Division,	I. M. Benedict.....	25 New Agents
New England Division,	D. H. Thompson.....	15 New Agents
Southern Pacific Division,	E. A. Bradley.....	9 New Agents

Leaders in New Dealers.

Middle West and Eastern hold their positions of last month, while Southwestern displaces Canadian at third.

Following is the record to May 1:

Middle West Division,	D. G. Craig.....	30
Eastern Division,	E. S. Wallace.....	34
Southwestern Division,	W. B. Ellis.....	27
Canadian Division,	G. K. Hooper.....	24
Central Division,	E. C. McCullough.....	19
New England Division,	D. H. Thompson.....	13
Southern Pacific Division,	G. W. Burrill.....	0

Leaders in Other New Accounts.

First and second places remain unchanged; Middle West moves from fourth to third.

The record to May 1:

Southwestern Division,	F. B. Gable.....	51
Central Division,	C. Z. Martin.....	39 each
	E. S. Blanchard.....	

Middle West Division,	D. G. Craig.....	34
Eastern Division,	P. S. Slamm.....	33
New England Division,	H. C. Joy.....	32
Canadian Division,	C. S. Barn.....	26
Southern Pacific Division,	E. A. Bradley.....	13

Leaders in Total New Agents and New Accounts.

Middle West still remains at the top of the list, but Mr. W. B. Ellis brings Southwestern from third to second place and Central goes down a notch.

The record to May 1st follows:

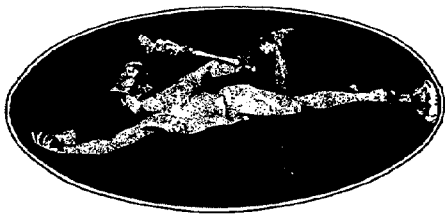
Middle West Division,	D. G. Craig.....	98
Southwestern Division,	W. B. Ellis.....	82
Central Division,	C. Z. Martin.....	75
New England Division,	D. H. Thompson.....	53
Eastern Division,	W. H. Jarden, Jr.....	50
Canadian Division,	G. E. Boomer.....	49
Southern Pacific Division,	E. A. Bradley.....	28

Leaders in Floor Finish Sales.

No changes have taken place among the leaders:

The record to May 1 is as follows:

Canadian Division,	1st—G. E. Boomer, and—C. A. Thimble.
Eastern Division,	1st—H. T. Shelton, and—W. H. Porter.
New England Division,	1st—H. W. Puaam, and—F. B. Hare.
Central Division,	1st—J. M. Benedict, and—H. M. Kipp.
Southwestern Division,	1st—P. Watkins, and—W. B. Ellis.
Southern Pacific Division,	1st—G. E. Wice, and—G. W. Burrill.
Middle West Division,	1st—S. H. Stewart, and—P. Mueller.



"Merit begets confidence,
 Confidence begets enthusiasm,
 Enthusiasm conquers the world."

