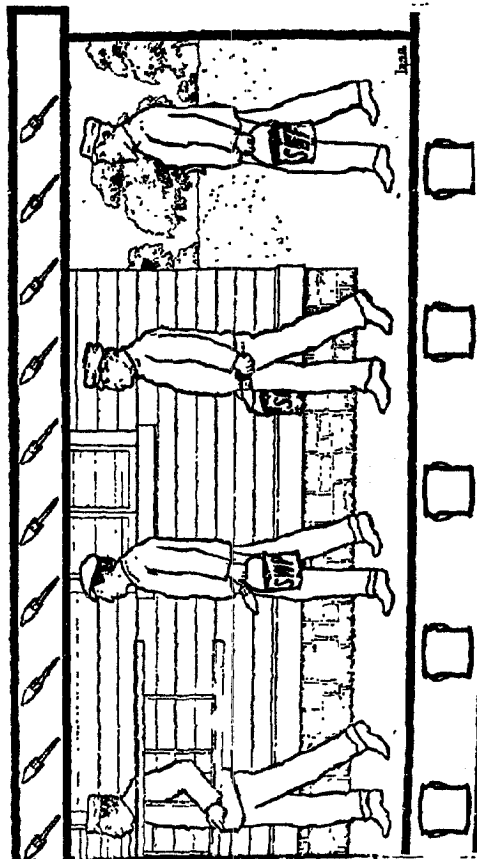


The Chameleon

October
1899



The Chameleon.

Published on the Fifteenth day of each month by
THE SHERWIN-WILLIAMS PRESS, 31 Michigan St.,
Cleveland, for the interest and benefit of
THE SHERWIN-WILLIAMS CO.'S loyal staff.

VOL. II.

OCTOBER, 1899.

NO. 10

OUR NINETEENTH ANNUAL.

MONDAY, November 13th, is the date fixed for the opening of this year's convention—our Nineteenth Annual. We would have made the date a week earlier, had it been possible.

In this, as in every other undertaking the Company engages in, we strive for and hope for success. Above all we wish to make this convention instructive, we hope it will prove to be of genuine helpfulness to all who attend.

In these meetings an opportunity is given to all of us for improvement. They tend to broaden us, to make us more thoughtful, more painstaking and more thorough business men. We cannot fail in being benefited if we keep our eyes and ears open.

I have always counted it an inestimable privilege to be connected with a company whose methods are so liberal and whose policy is so broad that we are all given a hand in shaping its course. If we are really anxious to make the most of ourselves, to make a success of our career, and will earnestly apply ourselves to all the advantages we enjoy here, we are sure to make for ourselves a prominent place among the prosperous.

This year we expect our traveling representatives to take a more prominent part than formerly. We expect to hear more from them. There will be no set addresses, but informal talks. So come prepared to take a lively interest in all that occurs. Come prepared to give your ideas and opinions on all that concerns our welfare.

We are diligently seeking for ways and means of improving and increasing our business. Every man can help some. Our interests are all bound up in the same bundle. We are a united, vigorous force, growing in extent and strength from year to year, giving to this continent an example of what can be accomplished by organization, method and merit. And I am firmly convinced we shall continue to grow and expand, until the renown of our achievements and the fame of our name fill every land.



General Manager.

Expansion.

WHAT ARE expansionists. We are out and out imperialists, and nothing but the wide world will satisfy us for our empire.

We have acquired much new territory, which will be vigorously worked during the coming year.

We have decided to run up the flag over San Francisco and will open our own house there, to be known as the Pacific Division. It will be in charge of Mr. Alex. Sclater.

At Kansas City we shall open another house, which will be under Chicago management. Both of these new ventures will be pushed to the limit, and we have entire confidence that the same success is waiting them that has been won so well by our older houses. Their success will help every branch of the business, because S.W.P. is one of those articles, the more widely it's known, the greater

becomes its popularity and sale. In addition to these new houses many new territories have been made for the new year, and we shall go into the field for the new campaign with increased numbers, with added facilities and greater strength than ever before.

The new traveling representatives engaged so far are the following:

John P. Greene.
W. F. Gallinger.
E. S. Donnelly.
J. R. Miller.
W. B. Haight.
John McCormick.
M. B. Roberts.
R. F. White.

Before the first of November all new appointments will be made and our force complete and ready for the work of the new year.

The Growth of Foreign Business.

as our products can be tested by the foreign buyers.

We are also at present getting in touch with buyers in Costa Rica, and the Republic of Columbia.

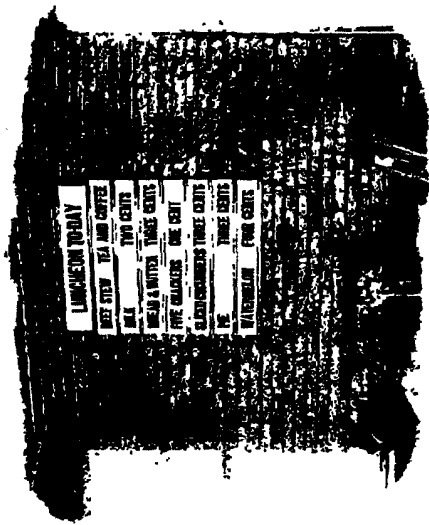
Recent information secured from India gives us some encouragement for business from that far-away country.

Our connection in Belgium has induced inquiry from Holland.

The agent of a large company located at Paris and trading in France, Italy, etc., is now negotiating with us.

And so the great, good work of "covering the earth" is going on.

While we reach out abroad, let us also watch carefully at home, leaving no bare spots in either the United States or Canada.



An Unusual Factory Bulletin.

Pushing S.W.P. at Canton, Pa.

JH. Tripp's Sons, of Canton, Pa., you regarding our ideas in pushing the sale of S.W.P.

For years we had been prejudiced against prepared paints, had tried a great many kinds and about made up our minds that there was no such thing as a good prepared paint.

Just previous to Mr. Schell's first visit to us, some thirteen years ago, we had returned something over a hundred gallons of paint to the makers, as our painters and customers had declared it positively "no good". After considerable labor he succeeded in taking our order for twenty-five gallons, which was to be returned it not as represented. It is needless to say that it was not returned.

We have never regretted securing this agency, as we consider it one of the best we hold.

(Our constant aim is to sell goods that are popular with the consumer and profitable to us. S.W.P. fulfills

The letter follows:

(Canton, Pa., Sept. 28, '99.

The Sherwin-Williams Co., New York:

At Mr. Schell's request we write

both these requirements, and one sale in a community invariably brings us new customers.

We can truthfully say that in our experience of thirteen years we have never had a dissatisfied customer.

Having made up our mind that the goods were all right and that we would be sufficiently reimbursed for our labor, we started to push the sale in earnest. Our first move was to put the inscription, *Use S.W.P.*, on every rock, fence, etc., in the surrounding country. We made no explanation as to what S.W.P. was, or where it could be found, preferring to have people "go ask". (Our idea was all right, as S.W.P. has become a family hyphen, and is as well understood as "Pears' Soap".) We have nearly a thousand of these signs around the country, and every man, woman and child knows exactly what it means.

We are mailing you one of our banner signs, which we have recently gotten out.* There are some objec-

* The banner referred to is 15x18, of white muslin, lettered in blue, "Use S.W.P."

tions to these signs, but we think they are the best thing we ever had. They will wind around the stick to a certain extent, but will unwind again. They make a splendid mark for the small boy to throw stones at and will not stand very much exposure, but we found they would always catch the eye. We have a jointed pole for putting them up, and can place them as high as we wish.

During our recent fair we had over three hundred of them on the grounds, and Mr. Schell can tell you what the effect was. They attracted from every building, tent-pole, etc., on the grounds, and the judges and grandstands were alive with them. After the fair we took them down, "none the worse for wear," and can use them on the next occasion.

We also had about a hundred signs strung along each road leading into town during the fair and hardly a person could be found who did not mention something about them.

Yours, etc.,

J. H. Trippie's Sons,
W. M. Trippie.

Paints For All Purposes.

The paint for the windows,
The paint for the doors;
The paint for the gillings,
The walls and the floors.

The paint for the kitchen,
The paint for the stairs;
The paint for the bath tubs,
The tables and chairs.

The paint for the painters,
The ladies and boys;
The paint for the children,
To re-paint their toys.

The paints that will brighten
The home and the hearth
Are The Sherwin-Williams Colors,
Which "Cover the Earth."

A CANADIAN ADVERTISER.

A Fair Field and No Favor.

BY A. M. PARKS.

A FAIR field and no favor. That's all we ask.

Any dealer in paints and colors, who intends to stay in the business, will try to secure the agency for S.W.P. in his town if he knows the absolute truth about it, and our methods of pushing its sale.

It is a strictly business proposition. S.W.P. customers come back. They tell their neighbors of its excellent quality. It builds up a permanent and growing trade for itself by this same quality. Its sale is an important aid to the reputation of any store. It is advertised better than any paint on earth with advertising that gets business.

Advertising of our kind holds the attention long enough to tell our plain "Cover the Earth" story. It is diversified enough to catch all kinds of eyes—eyes looking for pictures, for argument or information. It enables the wide-awake dealer to reach the people with an ad for paint, in the store, in the window, on the fences and barns, on the dead wall spaces.

In the newspapers. For every available advertising space, we have something which will fit it.

S.W.P. moves. It's the movement of the stock that tells most of the story of profit. Our unparalleled methods of advertising paint make it move.

In 1900 more dealers than ever before are to be told about S.W.P. and our methods—told through the work of our representatives, told through letters, told through advertising matter and the press.

Those who tell it have a high regard for the truth, and an undimmed belief in the intrinsic merit of our products.

Those who hear it—well, some will be won over easily, some will be skeptical and hard to win at once. Some absolutely refusing to listen—all kinds. The result will give evidence, of just exactly the amount we all put into it, of sincerity and unremitting hard work.

There's a new year ahead—a fair field and no favor. Are we going to win?

Some Freight Car Facts.

BY HENRY J. HAIN.

THE next time you are held up at a railway crossing by a long train of freight cars, you may be able to stand it with less impatience and more interest if you realize that the fifty or so cars represent some five hundred gallons of paint, and that the chances are ten to one of its being S. W. P.

There's a long list of great freight car makers using our goods, some of them exclusively, and it behooves us to know some general things about the building of these cars, the average cost of which is about six hundred dollars. Inspecting the largest car works in the world, the writer learns that they are now turning out fifty freight cars a day, and often a much larger number, while the system of business for handling this large output is so methodical, and works so smoothly, as to be rightly called perfection.

The crude materials enter the works at one end and passing through one process of treatment after another, are finally delivered at the other end of the

shops as completed cars moving upon their own trucks.

Lumber is piled high in an adjoining yard, from which it is taken on special cars to the shop, and by successive treatments, in different machines, is cut to length, to shape, and given the required tenons and mortises, reaching at last the spot where it is united in the construction.

At another entrance of the shops, the parts of the iron work are taken in, and receiving successive treatment, assume the destined shape and land on the trucks where the car body is to be erected over them. Then a specialized force of men take up the work and raise the frame, lay the floor, nail on the siding and apply the roof: a gang of four of these men being able to erect two cars a day.

The car which has been assembled in the manner indicated, is but one of some twenty or more, completed all at the same time. An engine couples onto the string and draws them to the Paint Shop, where another specialized force of men apply the appropriate

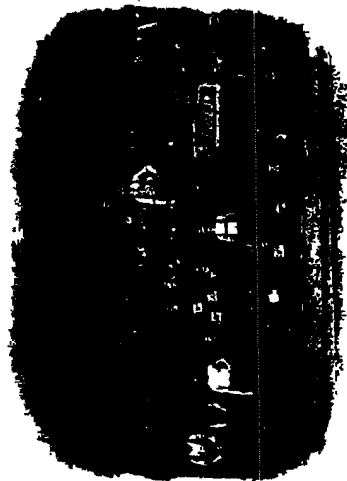
kinds of paint to the iron work and the body.

In the case of cars, as in that of most other works built by man, the paint renders a double service, it decorates and it preserves. The experiment of painting cars by patent appliances has been tried without such satisfactory success as to be continued, and the process now used is the old one of man and brush.

The cars are drawn up in a long line, and present a vista of painting that is both curious and inspiring. The lettering of the cars is effected by the use of a series of suitable stencils.

The cars so decorated are then drawn out into a yard for inspection: the inspectors attached to the cars work then going over all the details of the work, looking for any omissions, and when satisfied, the train is turned over to the inspectors present in behalf of the company for whom the cars are built. When they are satisfied the cars are delivered on their written approval.

The following table states in round figures, the quantities of material which



A Hardy Crew of Car Painters.

enter into the construction of fifty box or merchandise cars, and so gives the daily consumption of such material at these works:

Paint, 500 gallons.
Lumber, 300,000 feet.
Iron, 375,000 pounds.
Nuts and bolts, 12,500 pounds.
Nails, 7,500 pounds.
Screws, 2,000 pounds.
Turn-buckles, 200 pounds.
Axles, 100,000 pounds.
Wheels, 200,000 pounds.
Journal bearings, 5,000 pounds.
Referring to the first item, the reader will be interested to know that the

paint used on the cars in question is that of THE SHEPHERD-WILLIAMS CO.

For further information concerning this paint, ask the boys in the pictures.

Methods That Prevent Complaints.

BY G. F. PRATT.

SELLING S.W.P. does not consist simply in securing an order from a dealer and giving him the agency.

In order to sell S.W.P. successfully the salesman must not merely secure the order, but when that is done he must also teach the dealer how to dispose of it, and to whom, for what purposes and for what surfaces.

Every trade salesman should be, to a large extent, a specialist and should thoroughly post himself as to all the conditions under which S.W.P. must be applied or not applied, and should in turn impart this information to his S.W.P. agent.

In the busy season, when all are anxious to see the trade as rapidly as possible, the temptation is very great to secure an order and go to the next town by the first train. This is the time when the salesman should begin his course of instruction with the dealer and he should keep it up on each succeeding visit. A dealer has so many items to look after that a thing once told is soon forgotten, and it is only by constantly re-iterating in-

structions as to how to paint that a lasting impression is made.

It is all the more important that this be done with S.W.P., because our customers hold us responsible for results from its use, and the consumer is always willing to take advantage of any opportunity to have his house repainted at no expense. I have called attention to this matter in a previous number; but in view of a series of articles which are to appear in "The S.W.P." on painting old and new surfaces, I feel that our readers will bear with me in this repetition.

While the articles in "The S.W.P." will be as full as possible, and while we believe our agents will read them, we feel that it is just as necessary for the salesmen to keep hammering on this subject. We are not going to make poor paint and we do not want the best paint poorly applied or applied over unsuitable surfaces.

We refuse many orders every year, because to fill them would mean a loss to us, or because the quality of goods demanded would be such as to cast

discredit on The Sherwin-Williams Co. Our dealers should refuse to sell S.W.P. for certain surfaces for the same reason, or, if they sell it, frankly tell their customers that they must expect trouble with any paint used over such surfaces, and that neither they nor we shall be responsible. It is our business and the salesmen's business so to instruct our customers that they will do this.

Every year in the paint business a salesman becomes better posted and

more competent to meet and surmount difficulties and complaints. It is better to anticipate, than to adjust. A salesman who understands the art of using paint as well as the art of selling it, and who imparts his knowledge to his customer, certainly has a stronger hold on him than one who does not. We are all seeking for information which will help us in our business, and we bestow favors where we receive the most good.

Canada Still Grows.

BY J. M. GORDON.

THE Canadian end of this great business is in splendid shape, and is entering upon a career which is already the surprise and delight of every one in the trade.

Three years ago The S.W. Co. was practically unknown in Canada. To-day you cannot travel anywhere, from Vancouver to Newfoundland, without meeting scores of people who know and have used S.W.P. The way this country has been flooded with our goods is a revelation, and what is more satisfactory to relate, the paints are being used. This means, of course, that they will *always* be used. There is no stopping them now—just as well try to dam Niagara.

I was away down the Lower St. Lawrence this summer, living for a few weeks in a small French village, miles away from a railway. One of the first things that attracted my at-

tention was this sign:

THE SHERWIN-WILLIAMS PAINTS
EN VENTE CHEZ,
JOSEPH VIEL,
FRANZVILLE

A few days afterwards I went down to Riviere du Loup, and on the extreme end of the wharf, away out in the sea, was another of our signs, and it seemed to me that the many American tourists on the incoming steamers would feel more at home when they saw and recognized the well known name.

These are not isolated cases. Everywhere you go it is the same, and there is no limit to the trade which will be ours next year.

This year's business is almost over, and it might be termed a "cracker". Collections are good, and failures few and insignificant. What more can I say, or you expect?

How His Season's Biggest Initial Order Was Booked.

BY C. W. THOMPSON.

THE circumstances connected with the sale of my largest initial bill of S.W.P. this season were as follows: The dealer had been practically

fine of paint to his stock. But the repeated interviews with so many salesmen, all claiming the best in their line, led him to make up his mind to buy no prepared paint whatever.

My call upon him was made in this fashion:

Entering his office and finding him at leisure, I offered a pleasant greeting and engaged him in general conversation.

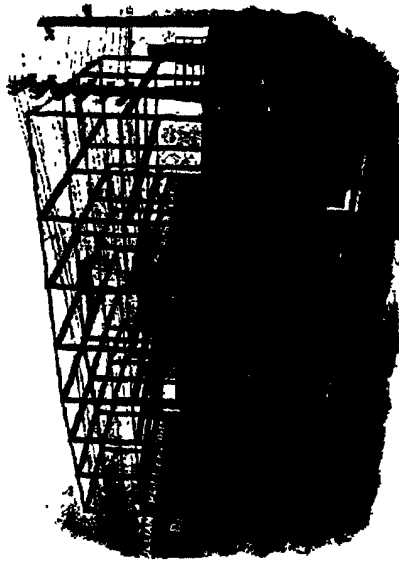
He soon asked me, however, if I was on the road selling goods. I replied in the affirmative simply, adding that I had dropped in only to enjoy a few moments that with a congenial person, the train service being such that I would not be able to pursue my way for some twelve hours. My call

was a social one pure and simple, and it was not my desire to bore him with the stereotyped arguments, so much in vogue with our competitors.

This statement seemed to work upon his curiosity, and after a "Patronize Home Industry" cigar, we took a walk over to the hotel where I had displayed to good advantage the whole outfit of The S.W. Co.'s advertising matter.

He ejaculated, "By the Kaliph of Bagdad, my friend, if you had announced your business upon entering my office our commercial relations would have ended ere they had begun."

Result—a good, substantial opening order.



Growing. Growing. Growing

The photograph of our new building at Cleveland, which is reproduced here, was taken about October first, and shows the progress that had been made up to that time. Present conditions in the building world are not the best for rapid work, but everything possible is being done to complete the building at an early date. Our new year will find us very much in need of the spare this addition is to afford, and even then we'll feel cramped. We are "growing, growing, growing."

Confidence Begets Confidence.

BY HECTOR M. GORDON.

LACK of confidence in the goods which you are selling, is the principal cause of a failure. It is absolutely necessary, in order to make a success, that you have the utmost confidence in the goods you are trying to push. You must believe in them and be able to inject the belief into the buyer.

In selling S.W.P., you have the very strongest kind of argument; you know it is made of the very best materials: viz., pure lead, zinc, oil and dryer, and, as you have this assurance from the Company which you represent, you have no reason to doubt it.

On a recent trip with a salesman, the question of ingredients, etc., came up while trying to land a dealer, and when Mr. Dealer realized that we meant what we said, he accepted the agency, giving us a very nice order. (In leaving the store, I was asked if I believed what I told the dealer.

This was my opportunity to put confidence into the salesman, and as

a result he landed several new S.W.P. agents within a week. He had never had the utmost confidence in the statement before, and that is my excuse for this short talk.

We all believe that we represent the finest paint company on earth. We know it, and we should realize, when we are told that our goods are right, that they *are* right, and when talking with the trade that we are telling the truth, the whole truth and nothing but the truth, and tell it in such a way that the trade cannot fail to be impressed.

Convince your agent; have him convince his clerks; and when the opportunity presents itself talk to the clerks yourself.

When you have that confidence and the other requisites of a salesman, you cannot fail to make a success, and if you haven't the utmost confidence in the Company and the goods they make, quit, as you would only do the Company and yourself an injustice.

Good Words From the Road.

WE ARE glad to present again a collection of "Good Words from the Road." It is a thing we should like to do every month, and we can, with the right sort of help from the salesmen.

If these words are of interest to you, so will yours be to others. What encouraging things are happening in *your* territory? We all want to know.

And I find *good* agents are interested. W. F. MATHIAS, Portland, Ore.

Under the "Good Words" heading I wish to say that C. P. thinned with about two gallons of linseed oil to each gallon of C. P. makes a most excellent dipping stain for shingles. It has been used on several structures in No. 9, one of them a very

large hospital at Wisconsin State Veterans' Home. At least two architects in this territory will specify it and are doing so. The substitution of about one quart of turpentine or naphtha for the same quantity of the two gallons of oil, in the writer's opinion helps the stain to penetrate the wood better, and may be profitably used, if one can trust the party dipping.

S. W. salesmen need have no hesitation in recommending the use of C. P. thinned in this manner. If desired, a very thin first coat may be given the roof after the shingles are laid.

Nothing but "good words" have been heard of this product at The S. W. Co. wherever used in No. 9. A. W. BALLARD, Chiro, Wis.

Property owner, Capt. J. Hamilton, had his house painted with S.W.P. Painter figured on 16 gallons—took only 12. He is accordingly happy.

P. S. BIRNBAUM, Richmond, Ohio.

Your favor of the 13th to hand, enclosing copy on reprint from P. O. & D. Reporter, for which please accept my thanks. I also wish to thank you for the article from same paper mailed me on the 30th ult.

They all have a tendency to keep salesmen posted, and in this day of sharp competition it stands every salesman in hand to talk intelligently to

his customer on just these very same subjects.

The interest you take in the salesmen ought certainly to be appreciated by all of them.

GEO. P. TOWNS, Buffalo, N. Y.

In calling to see The Summer Lumber Co. today, I learn that they forwarded to you on Saturday an order for an additional hundred gallons C.P., Metallic Brown. They wish these goods turned forward immediately, as they have already employed a force of painters to do the work at once.

For your information I wish to state that this is the first time it has been necessary for them to paint their plant since '92, at which time it was given only one coat (re-sote Paint, Metallic Brown. JOHN P. MERTZ, JR., Norfolk, Va.

About March 1st Joseph Tregarthen, Son & Co. put a half-gallon patch, one coat, of Copper Paint, red, on the tug "Ceres" of the White Star Towing Line. The "Ceres" was taken out of water a day or so ago.

After seven months the paint was all there and clean as a whistle. The captain was very much pleased and would have nothing else on his boat this time.

LEWIS M. WHITMAN, New York City.



EDITORIAL

A Fresh Start.

Humorists may ridicule the New Year's resolution till the end of time, but they can never lessen its practical value or remove the good it does. Mankind seems to need some sort of line to toe in making a fresh start, just as the runner does, and the first of the year will always serve the purpose best.

A new business year begins with us on the first of November. It marks a new era in The S.W. Co.'s progress. It is full of great promise. Its opportunities are almost endless. It is a splendid time to make a fresh start in your work.

Rub out all the old scores. Put all the vain regrets aside. Throw off everything that held you back from doing your level best this past year. Don't retain a thing that can act as a drag. There's nothing in the past that can mar your future.

Get renewed vigor, renewed energy, renewed enthusiasm, renewed push, renewed confidence, renewed earnestness and renewed purpose. You did not do so well last year but that you can do better next. Don't rest on your laurels.

Make a fresh start. There's a definite goal ahead and not a man of us but can run a good race if he will. .. Well begun is half done."

Near Enough.

The manager of a large manufactory once said his employees were of two classes—the approximate men and the exact men. "Approximate men" were those who did things half way and were satisfied with results that only approximated what was correct or what they were capable of doing. The "exact men" strove for perfect-

tion in all their work and attained it to the best of their ability.

Everywhere you go you will find this distinction holds true. We are all of us either "exact" or "approximate" men. There is no middle ground for us to stand on. We cannot tie up to, doing things "near enough right" and deem that worthy of our effort and sufficiently good. A thing is always wrong until it is right, and we are only "approximate men" until we do exact work so far as in our power lies. A circle is not near enough a circle unless it is perfect. A gallon is not near enough a gallon unless it is exactly so.

There is an incompleteness about the lives and work of some men that is fatal to their success. "Near enough" results, half finished work and carelessness are their distinguishing marks and the limits of their ambition. You can get only half way to success with half-way methods and half-hearted interest.

Lack of thoroughness has been given by one great employer of labor as the chief reason why some men fail. Lack of completeness and lack of exactness are in the same category and equally as great obstacles to success. "The man who is particular and exact is as rare as the man who is thorough and competent. Out of a hundred men ninety-nine are satisfied to half do things. They are content with their marksmanship if they come anywhere near the bulls-eye. The one man never stops firing until he hits the exact center, and every shot is aimed with a precision and accuracy that seldom misses.

If we desire to succeed we must have done with perfunctory methods and short measure results. We must

not "scratch at the snake without killing it," as the old saying goes. We must not be always verging on what is exact, but must use the most rigorous, persistent means we can to bring all our work strictly to the letter.

When we begin to say of our work, "(Oh, that is near enough," or "good enough," we turn our backs on success and cease to grow. We brand ourselves as mediocre.

Quality, not Quantity.

The art was always looked upon as an example worthy of imitation until an observant humorist noticed the lack of purpose in its activity.

The value of a man's work does not consist in the number of hours per day spent at his office or workshop; the limit of endurance is soon reached, and varies little with different individuals.

Mere industry is not the determining factor either; many a factory hand makes quicker and more con-

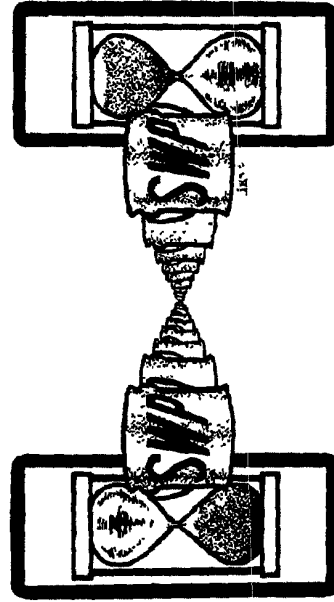
stant motions than the president or general manager of a large commercial enterprise.

Work, like humanity, needs to be judged—not by the outward appearance—but by its character.

Some of the men who receive and award (note the distinction) high salaries have abundant leisure. Their usefulness lies in the employment of the higher mental faculties—foresight, inventiveness, organization; while they are able to relegate to others the lower mental and purely physical processes needed in carrying out their ideas.

This ability to impart ideas, to imbue others with the same purposes and ambitions, and thus secure co-operation of brain as well as hand, is the secret of successful captains of industry. Their work goes on in their absence, and their influence remains as a permanent force even when they are no longer present to exercise it.

MONTREAL



BRUSH MARKS

Central Division Notes.

On September 10th we received a barrel of pears from "Winden Farm," Mr. H. A. Sherwin's country home, for distribution in the lunch rooms. (On October 9th a barrel of apples was received from the same source for the same purpose. We all wish to express our appreciation of Mr. Sherwin's kindness.

Our General Manager spent a few days, the latter part of September, in Kansas City and Chicago. The first weeks of October were spent in New York, Boston and Montreal.

"Jack" and "Jill," our living Trade Marks, are now occupying their special winter quarters, just completed, in the nursery. By means of a special heating apparatus, the large and roomy glass case presents a tropical appearance. We hope for their safe keeping for the winter months.

Mr. B. F. White, formerly with The Geo. White Buggy Co., Rock Island, Ill., has been engaged to do special work in the C. & M. Department. We wish Mr. White a hearty welcome and the best of success.

We received a flying visit from Mr. J. H. Vance last week.

Our card index system our Trade Salesmen has been completed for the year to date. When you are in the office, please do not forget to look over the live business on your territory, as recorded by our new system. We want every scrap of information which it is possible to secure that will

give us good live business to work on continually throughout the year. We expect to keep in closer touch than ever before with all information received direct and indirect. Good full town reports are always very helpful in enabling us to follow up your work between visits, in supplementing in every possible way the salesmen's work. Continue to send in an accurate list of best possible agents, which will have our best attention.

The annual convention of the National Paint, Oil and Varnish Association was held in this city Oct. 3, 4 and 5. Mr. A. M. Parks represented us at the meetings and entertained and reports it as an enjoyable and profitable convention.

Mr. E. M. Williams was married on Wednesday, October 11th, to Miss Raymond, of this city. Mr. and Mrs. Williams will return from their wedding trip about the first of November and be at home after January 1st at 72 Ingleside Ave., Cleveland.

Mr. Arthur Ira Franklin, the new assistant chemist, met with a severe street car accident Sept. 26th, that has kept him confined to his home some weeks. He is now back at his work, though by no means a well man.

Visitors to our plant the past month have not been very numerous. We are pleased, however, to record the following:

Jos. Berger, of Titus Berger & Son, House Painting and Decorating, 3812 Butler St., Pittsburgh, Pa. Mr. Geo. E. Bushnell and son, Winchester, Va. Wm. Ullman, Springfield, Mo. Mr.

Niver, of Jones & Niver, S. W. P. agents, Bowling Green, O. Mr. Hart, of Hart & Shaw, Adrian, Mich.

Mr. E. C. Holton, our worthy chemist, was presented with a new boy—8 pounds—on Sept. 10th.

Mr. A. E. Oldham, chief clerk of the factory office, 5150—10 pounds—on Sept. 21st.

The sympathy of the entire Central Division is extended to Mr. Richardson in his illness.

Western Division Notes.

Mr. Cottingham visited us Sept. 14th, and called again on his return to Cleveland from Kansas City.

We have unfortunately been deprived of a standing monument of the virtues of S. W. P. The Horse Pavilion at the Stock Yards, painted with S. W. P. this summer was recently burned to the ground. The building was the largest of its kind in the world, and we consequently drew the attention of our friends to its appearance at every opportunity. We feel its loss keenly, but as we understand another building, still larger, is to replace it, we have every reason to believe that we shall again have occasion to "point with pride."

Our "Judge" Ballard recently sustained a very severe injury to his right hand, which for a short time threatened to prevent him from making an active canvass of his territory. In alighting from a boat, his foot slipped and in an attempt to maintain his balance, his hand caught on a rusty screw, protruding from a board in the pier. The palm was badly lacerated, and several days elapsed before the gravity of the injury could be determined.

At this writing his condition is considerably improved and we are informed that we may now expect a speedy recovery.

From the reports received from the salesmen, we judge that the advance in prices is accepted by the trade in general as a matter of course. The majority of our agents have experienced an advance in the cost of other lines to a certain extent, particularly those engaged in the hardware and implement business.

J. W. Ward arrived on the 2d inst., prepared for work in the Western Division. He was immediately assigned to St. Paul and we expect the usual beneficial results from his efforts.

Silver Olson has been our S. W. P. agent at Calumet, Mich., for a number of years, and his confidence in the goods increases with every gallon he sells. His vacation this summer was spent in Norway, and while there he spent a portion of his time in telling a former fellow-townman, who sold paints, how much superior The S. W. Co.'s goods and methods were to those of the manufacturers of the old country. His enthusiasm has resulted in the assurance of another S. W. P. agent in a foreign land.

Mr. Pratt favored us with a short visit October 3d.

The Chicago factory is taking a working interest in Tar Chaulmion and is developing its talent with a view to being heard each month. Mr. Henry Hein's article this month on Freight Cars proves how practical this intention is. We have also a poem from Mr. James Mulligan, that has the true S. W. P. ring, and shows

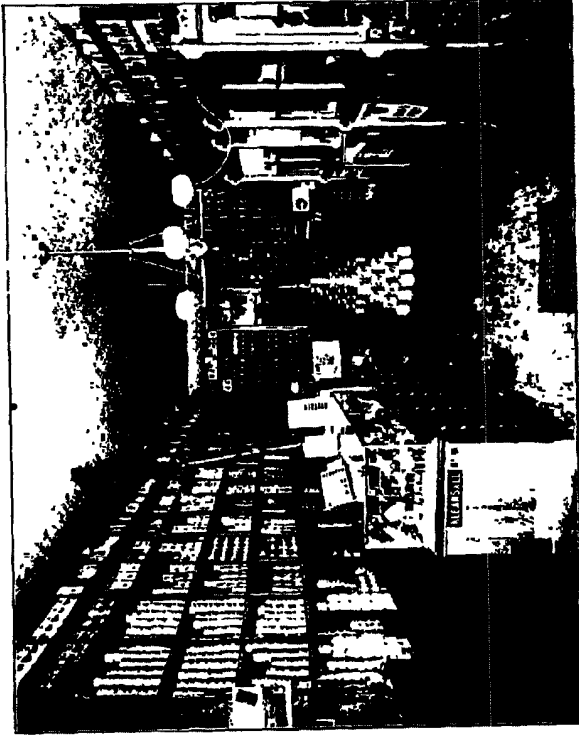
a spirit of enthusiasm we are glad to foster.

Eastern Division Notes.

Every reader of THE CHAMELEON knows about, and most of them have seen, our living Trade Mark, "Jack", who has called the attention of many thousands of people to the excellence of The S-W. Co.'s products. Pursuant to Mr. Penn's arrangement on his recent trip through India, we received during the past month two more chameleons of the genuine species, although we regret to say that one of them seemed to be unable to withstand the change to this climate, and died in New York before we had a chance to send him to Cleveland. The other was forwarded

with "Jack" to our general offices several days ago, and, as every Jack must have his Jill, we hope the pair will do doubly effective work in advertising the name and the fame of The S-W. Co.

Among the "biggest things" showing the sale of The S-W. Co.'s products we can add that the largest territory house in N. Y. City, that of the Pennsylvania R. R., at the foot of West Twenty-Third St., was painted with S-W. P., two years ago, using several hundred gallons, and is today by far the most convenient and attractive building of the kind for the accommodation of the traveling public. The same road has a similar structure



Office and Salesroom of the Twin City Paint Co., Minneapolis, Minn. Why can't all paint stores be like this?

contemplated for the Dearbrosses Street on the N. Y. side, and we expect to be in line for the work.

At the exhibition rooms of the "Hardware Dealers Magazine," 89 Chambers St., New York, we now have a display of advertising, including the framed lithograph of plant and several display cards. Hardware men are always welcomed there and our representatives can feel free to extend an invitation to all our dealers and agents to make a call when in New York.

Canadian Division Notes.

Mr. Misson, we regret to state, is again laid up with sickness—this time with an attack of quinsy. Mr. Johnson has also been off his territory for a week on account of not feeling quite himself.

We were pleased to welcome Mr. Richardson here again on his first visit since his return from abroad. He arrived on the 23rd inst. and left again on urgent business in Boston on the evening of the 25th.

Mr. Lacasse has been in for a few days making preparations and getting samples ready for a trip down the Gaspe Coast for spring orders. Joe claims he has such a large territory to cover that the year 1900 will not be long enough for him, and he is therefore going to commence a month earlier. Next year he expects to break all previous records. That CHAMELEON wishes him every success.

Mr. Klippert was with us for a few days this month, and reports that our varnishes are giving good general satisfaction wherever they are used.

and as is the case with S. W. P., it will only be a question of time until we have the lion's share of the varnish business on his territory.

Mr. Ross writes that they had their first fall of snow at Winnipeg on the 27th of September, and as the paint season was practically over on his territory, he would soon be coming East again.

Mr. Glen White is the latest addition to our General Office staff. He has been engaged to fill the position of junior clerk in our Accounts Dept.

Prosperity abounds in every direction with the employees of the Canadian Division. A month ago our shipper took unto himself a wife, and rumor says that some one in our Packing Department will shortly oversee the packing of a trunk for two.

New England Division Notes.

Mr. Richardson arrived here from Montreal, on Tuesday, Sept. 26th, and was suddenly taken ill. The physicians pronounced his illness a slight attack of pneumonia, from which he has suffered a great deal, but we are glad to report that he is improving steadily, and hope to see him out before long.

We had the pleasure of a few days' visit from Mr. Cottingham during the first week of October.

From present appearances we shall round up the year with a good (better) her. Business has started in well, and everything looks very promising. For the week ending Sept. 23d our gain over last year's business was 138 per cent, the largest this year, and we

hope to surpass even that during this month.

We recently received a complaint on Copper Paint and, after looking into the matter very carefully, discovered that the trouble was due to an entirely different source. Our customer recognized the fact and placed an additional order with us for 100 gals.

Report of New Agents.

Up to the first day of October, the new agents secured this year by the "leaders" in each Division are as follows:

Canadian Division.
Ben. D. Ross. **49 new agents**
Western Division.
Henry E. Billant. **30 new agents**
Central Division.
L. J. Pasquelle. **28 new agents**
New England Division.
C. F. Hatfield. **27 new agents**
Eastern Division.
Jos. P. Minetree, Jr. **15 new agents**
There is still opportunity for some to make additions to the list, before the close of this great year.

Suggestion Plans.

(On Saturday, September 30th, a meeting of foremen of the Cleveland factory was held in the office of the General Superintendent. Those present in addition to the foremen were the General Manager, the General Superintendent and Assistant Superintendent.

The object of the meeting was to discuss with the foremen a means of encouraging our employees in the factory to make suggestions for improvements of all kinds, and also to formulate a plan of keeping a record of such suggestions, so that some suitable acknowledgment of them could be made.

The meeting was a very pleasant



This is a case of being well posted on the paint question. Mr. F. W. Stroud, President of The Stockton Paint Co., of Stockton, Cal., writes regarding it as follows: "Enclosed are some of the latest posters of two of our boys, Mr. Reeb, the General Superintendent of our Contracting Department, wears the pompadour and chin whiskers, and Mr. Webber, our Secretary, the sandy complexion and moustache."

September Business.

The business done in September was very satisfactory. The gains have been well maintained. The increase in sales of S.W.P. continues very gratifying and the outlook very encouraging.

October we have no fears for, every one is at work and a good month to wind up the year is in sight.

Some Western Poetry.

Covers most: looks best;
Wears longest: stands the test;
Most economical: all agree;
Full measure: S.W.P.

(C. F. HATHFIELD.)

we have on several occasions found him busy at work on the machine. Recently we surprised him, and looking over his shoulder, found that he had a natural instinct for poetry. A specimen of his work appears here.

There were two gents.

Stood up against a fence—

(One said), "Hully gee!"

While the other one said,

As he raised up his head—

"Why, that's S.W.P.!"

We are exceedingly glad to note that he has the spirit of the S.W. man within him, and we feel that these few lines will be appreciated by the readers of THE CHAMELEON.

B. E. BURGON.

Good S.I.C. Argument.

Recent experiments in Germany have shown that bacteria die off more quickly on walls coated with oil paints than on those where lime, size, or enamel paints, and various proprietary paint preparations are used. Prof. Loeffler, in consequence of these experiments, has recommended the use of oil paints only for the interior of houses, schools and barracks.—A.C.

Quite recently we made a new acquisition to the Western Division in the person of Mr. Henry Durburne, whose position is office boy. From the very beginning, he has shown himself to be a very apt young man, and one who cannot be idle.

It is his ambition to operate a typewriter, and during the luncheon hour

and satisfactory one. The foremen enthusiastically entered into the spirit of the matter, and after a full discussion of the subject it was decided to address the following letter to each employee and also put it on all bulletin boards:

This Company, recognizing that many important improvements made in its factory and elsewhere have been the result of suggestions received from its employees, wishes to establish a system of recording such suggestions with a view to acknowledging them properly and giving credit where it belongs.

We hope also by this means to encourage all connected with our business to study our interests in every way and to offer suggestions for improvements of all kinds. We want to make our equipment more effective, our methods more efficient, and conduct our operations with the wisest economy.

In making suggestions the following rules should be observed:

All suggestions to be made in writing and signed by the person making them, and then handed to the foreman of the department with which the person making the suggestion is connected.

The foreman is to approve the suggestions and hand them to the Assistant General Superintendent to be acted upon.

Foremen will be given special credit for all improvements made in their departments.

A careful record of all suggestions will be kept, and at the end of each year suitable recognition will be made.

Your foreman can explain further.

It is our intention to carry out this plan in our other factories, also the Printing and Advertising Department and in our offices and ware-houses. We want suggestions from every one connected with the Company.

While we believe it is true we have the finest organization of its kind anywhere, we must not be content. We must ever strive to get nearer perfection. It is this constant, ceaseless searching for ways and means of making improvements, in the factory, in the ware-house, in the office and on the road that will keep us in our place as leaders and help us get still farther ahead of the long procession.

Landing the Most Difficult Agent.

To the question "what helped me the most with my most difficult agent," I can answer in two words, our advertising. I have shown it to many that I have not landed as yet, but will the coming year. Have had many words of praise for it. I think the best way to show it up is in a room at your hotel, when you can get the prospective agent to go there. You can have his undivided attention then; something that you can seldom get in his store.

M. B. MULL-SPEARIT.

Paint that is ground by machinery is superior to a paint mixed by hand, inasmuch as a gallon of paint mixed by machinery will at least contain 40 per cent more oil than a paint mixed by hand, the oil being the life of the paint; the more oil it contains to a certain extent, the more durable the paint.

S. W. P., having a zinc base will not chalk or rub off like lead; also a given quantity of zinc will carry at least 50 per cent more oil than a given quantity of lead, and will spread further than any other known white pigment, and is especially adapted for the marine seaboard, as it will not discolor with the salt air like lead.

F. C. DORRISON.

It is out of the question for a salesman to say what argument helped most in landing the most difficult agent. There is no way of telling what caused a dealer to give you his order. We can only guess. I think it is quality with our good line of advertising matter, yet I do not know that was the cause. It may have been from some other source, which he never revealed, and I do not care to go on record as saying it was quality and good adver-

tising matter. No doubt that helped, but the past reputation of a firm has a great deal to do with a man's making up his mind to change, or to put in new stock. That question can only be answered by the man who bought the goods and should be answered, if possible, in the S. W. P., not the CHAMELEON.

MATT. M. SMITH.

Replying to yours of August 31st just at hand, would say that if I were to specify one thing more than another as the "Five Helps" of this season, would name the "Retail Salesmen's Helps," in other words the elaborate sample cards and display advertising, so successfully gotten up by the P. & A. Department, which never fails to make a forceful impression on the new man when he sees it for the first time.

E. T. PERRIN.

"Looking Forward" Booklet.

The first week of October an attractive booklet, called "Looking Forward," was sent out to our agents. It was intended to put courage and new vigor into the dealer and steady the minds of any uncertain ones—should there be any. We feel it cannot help but stimulate the efforts of the large majority who are already "looking forward," and pushing forward for a brisk fall trade in S. W. P.

Other work in the P. & A. Department is moving along at a rapid rate, and at Convention time there will be much that is new and attractive to show.

Some Things the Papers are Saying.

The Sherwin-Williams Company, of Cleveland, O., the largest manufacturers and distributors of paints and colors in the world, are to establish a branch house in Kansas City at once. Walter H. Cottingham, general manager, and other officers of the com-

A Bald Fact.



"No," said the Brush to his friend, the Pail of S. W. P.
"I haven't painted any since I lost my hair."

Adapted from Judge.

pany, are in the city making final arrangements for the opening of the branch house.

"We have not yet decided upon our location," said Mr. Cottingham today, "but we hope to find a suitable building in a day or two. If not, the company will erect a building. Kansas City will be the company's distributing point for the South and West. This business has been done chiefly from Chicago, but it has increased to such an extent that we need another house in the West. We selected Kansas City for our new location, after looking into the advantages possessed by St. Louis and other cities. We are engaging traveling men and mapping out the territory to be handled from Kansas City.

The Sherwin-Williams Company has warehouses or factories in Cleveland, Chicago, New York and Montreal. The main plant is at Cleveland. The Chicago factory supplies the paints and colors for the Pullman Palace Car company.—*Kansas City Star.*

"Do it Now." In a large manufacturing establishment in Ohio, these words are written under every clock in the factory. There is no reason why the world of business should have a monopoly on the good ideas and the methods for translating those ideas into action. In other words, the good people must stop being stupid, for goodness plus stupidity has caused the destruction of many good causes.—*Social Service.*

The Continental is entertaining a royal East Indian visitor in room 20, and accompanying him is a guard of honor, consisting of W. B. Albright, Thomas Maxwell, E. M. Richardson, John H. James and M. I. Sims, five representatives of The Sherwin-Williams Company, of Cleveland, Chicago and New York. As a second mission they are entertaining and generally making things pleasant for the delegates to the Master Car and Locomotive Painters' Association.

The royal Indian visitor whom they are chaperoning answers to the commonplace name of "Jack," has a new costume for every moment in the day, and his favorite diet is live flies. To be explicit, the visitor, who is being thus royally cared for, is a rare East Indian chameleon, who changes his color to suit that which for the moment he happens to be on. He is one of five in the country, and The Sherwin-Williams Company adopted his great-grandfather as a Trade Mark thirty years ago.

A curious creature is "Jack," and his deliberate movements are an object lesson which

would put to shame the proverbial snail or the average district messenger boy. He will welcome one and all visitors in room 20 for the balance of the week.—*Philadelphia Evening Bulletin.*

The Guarantee Again.

It is still a live question. I may be allowed to contribute my views on the subject; and being connected with the factory office, not the Sales or Advertising Departments, I am able to take an impartial position.

The opponent of the guarantee stated the reason for its existence, and the very strongest argument in its favor, when he said that without it we would still have to replace unsatisfactory goods. It is surely worth while to "make a virtue of necessity," and gain both credit and advertising by freely offering to do our duty.

J. D. BAKER.
Montreal.

An Agent's Tribute to S. W. P.

BY L. W. BARREY.

SOME time since, the writer was requested by our Taunton, Mass., agents The Pierre Hardware Co. to suggest an original color combination for painting a store wagon then being built. Fortunately the selection proved very pleasing and attractive.

This alone would have been very gratifying to me, but in the surprise and unexpected pleasure that rewarded my first inspection of the wagon, my previous feeling of satisfaction was entirely lost sight of. "The Sherwin-Williams Paints," in large gold lettering covered the back of the seat.

On recovery from my surprise I remarked. "Well, Mr. Pierre, that is a handsome compliment to The S-W. Co. and a dandy ad for the goods." His

reply was, "They deserve it! They are the first and only goods that I have every advertised in any such way, and if it were not for the fact that I have perfect confidence in the goods, *that* wouldn't be on there."

This very pleasant incident is as well an object lesson for all. It is just this (deserved) confidence in the goods that enables Mr. Pierre to roll up his sales each year to such round figures. This confidence is the result of close investigation into the goods, and into complaints, with the desire to fix the blame where it belongs, so that now on the first intimation of trouble with S.W.P. he begins to hunt for that always present (in such cases) "nigger in the wood pile."

A Retrospect.

BY A. E. BONAFER.

IN looking back over the great success of this Company, particularly the large advances made this year, we may all, but especially those who have been so intimately concerned with the work, have much reason for feeling a pardonable pride in our share of the splendid results. If we will, we can gather from the showing food for thought and find the necessity for making better plans for the future than we have ever laid in the past.

This has been a record breaking year, for with no outside disturbing causes we should be able to use the knowledge and impetus gained this year, that we shall be able to go on to better and greater comparative results than ever.

We are all pleased to make new records for ourselves, but we should not lose sight of the fact that in doing

by town, to see if it is correct and up-to-date, including every possible purchaser to whom you would sell if you could?

Have you made special memoranda under various headings as to just what course you will pursue with those who need particular treatment, to get the quietest and best results?

Have you looked over your comparative sales reports, both monthly and for customers, and noted where things need bracing up?

Have you made use of the magnificent lack maps which are kept at each of the offices for your information as well as for a record of your work?

If you have not, "do it now." It will pay and that handsomely. Don't leave it until after the salesmen's meeting, when you will be anxious to get out to your trade and will be so full of new enthusiasm that you will forget all about the little essential things that you had all along intended to do before another season started.

A Pioneer Salesman's Methods.

BY THOS. H. MADILL.

POSSIBLY it might be of interest to those who are new with us, to know what methods we "pioneers" used in placing the products of The S-W. Company.

Well, I remember thirteen years ago this month, I went to Cleveland, spent several days in the factory and office, and got my supplies together, consisting of label book and a package of empty cans with labels on each side representing the several products. Thus equipped I started out.

The Company had engaged me only on six months trial, so it is needless to say I "went out to win." Little did I understand or know about the paint

If you have any special letters for the office to get out, let them be ready before November 1st, if possible, while there is more time, for after then every one wants to be served first.

In short, get your guns in order.

'To the office I might say: Have you put aside any ideas that might have been worked out and made valuable or helpful to the business? If so, get them out and the dust off of them and have them ready for the new fiscal year, now so near at hand.

'To the factory: Have you, for lack of time or other reasons, been unable to get to the bottom of any difficulties, incident to the year's business? If so, why not make a mighty effort to get them cleaned up and out of the way by November 1st, to start with a perfectly clean score?

It seems to me that this year's business and our success over former ones should serve as good discipline and give us prestige for the future, if we will only command it. Let us make a united and determined effort to do so.

Business, however, and many times customers would ask me how our products were made. My answer was that I was not in possession of the working formulae, but that I knew the products were right; that any package bearing our name was a guarantee; that our method of manufacturing was an advanced one; that we sold only products of our own make and that the principals of our Company directly looked after the details of our business.

(Often I was asked if I were a practical painter. I would always answer that I was not, but that if they wanted to know anything regarding our products, we had skilled work-

men at the home plant, and questions would be answered intelligently. My part of the work was to sell the products.

I always explained that we made our own cans, boxes, etc., built our own mills and machinery, did all our own printing, used nothing but the best of everything and that we believed there was a field for a good prepared paint—we had it, and felt assured that there was a good merchant in every town willing to sell our product, aided by our advertising system.

My first work in a town was to find the leading paint dealer and learn the name of the best painter trading with him. A good talk generally interested the painter. Then I would go to the dealer and say that after looking over the town and making inquiry I had decided he was the man I wanted for our agent.

He would sometimes say that his painter favored other makes of paint, and might not care to change. I would then say I had talked with the painter and that he was willing to try our paint. We would then get the painter to come to the store and select colors; the merchant would become interested, and feel that S.W.P. was "coming in," and that he might just as well have it. I had, as you see,

secured his best customer, the painter, and he couldn't very well turn me down.

I would never press him for too large an order on the start, simply telling him to buy a fair line of staple colors. After booking his order, I always asked for a good mailing list, also for the name of one or two good house-owners, generally a banker or lawyer, and I would call on them and explain the merits of S.W.P., would also say to them that if a photograph of the house were furnished I would forward same to Cleveland and have our artist select proper colors—something different from the general country style. Many times have I been successful selling paint for the best house in town, always recommending our friend, the painter, to do the work. He likes to work for the best citizen, see?

Work of this kind will help secure an agent in most towns. Now that we have new advertising schemes it would seem to me easier to sell than when I used to call on the general trade.

Always have clear understanding, be careful what you promise a customer and never fail to keep your promise. Confidence is the key-note of a salesman's success.

Look in 1900.

Look for a town where we have no S.W.P. agent. Get one.

Look for the best painter; explain to him fully the advantage of using our products. Get him.

Look for the architects; explain what we do for his client and the advantage of using our products. Get him.

Look for the best builder. Get him.

Look for the owner of that fine house; explain how S.W.P. will improve its appearance. Get him.

"*Look* always to the light, and the shadow will be behind you."

ONE OF THE CO-WORKERS.