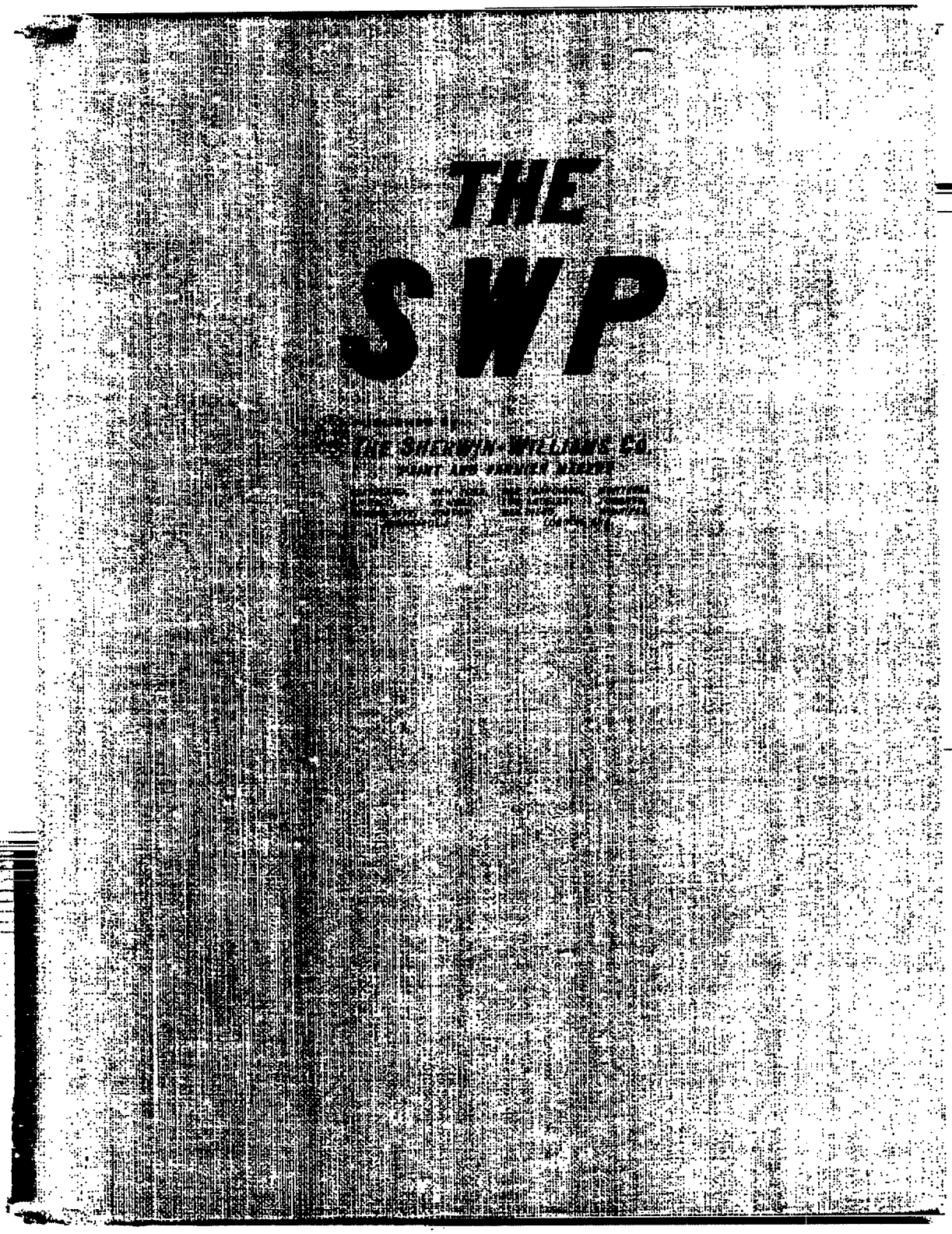

THE
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THE SHERWIN-WILLIAMS CO.

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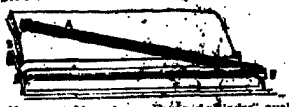
M. K. Siegler

The "Weis Binder"

(Pat. Dec. 2, 1902.)

MFG. BY THE WEIS BINDER CO.,

314-316-318-320 JACKSON ST., TOLEDO, OHIO.



To insert Magazine or Paper in "Binder", push strip (A) toward top of Binder, as far as slot (B) will allow. Place the Magazine in the position and put strip in the middle. Press the strip down until it passes the end wire (S). Push strip down from top until the slot reaches position.

The first partition is covered thus and when the quires pressing out toward cover to give room for magazine.

After REMOVING Covers and Advertisements MARGIN of Magazine, pound staples and edges of same down well.

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The SWP

JANUARY 1908



0007-SWP-000120015

The SWP

VOL. IX. DEC. '07–JAN. '08 No. 12-1

Published by THE SHERWIN-WILLIAMS CO. in the interests of their agents. Edited and printed at 601 Canal Road, N.W., Cleveland, where all communications to the Editor should be sent.

Business Conditions.

THE worst is over; no doubt about that. The great question now being asked by every thoughtful business man is, "How long will it be before conditions become normal again?" We cannot answer for the whole country, but so far as our own business is concerned, we firmly believe within a few weeks we will be as busy as ever we were. We have been resting on our oars since about the middle of November. We have felt that during the unsettled and uncertain conditions that have prevailed our agents and customers were in no humor to take on new obligations, and we therefore waited until the tangled monetary conditions got straightened out before beginning active operations again.

We now believe that the great improvement that has taken place warrants our taking the field again and warrants our agents in making ready for another great campaign. We are determined to make the 1908 campaign the greatest and most glorious in our history. We say this knowing the fight will not be altogether an easy one, but we like the struggle and we enjoy the conflict of opposition, and we glory in meeting and overcoming difficulties. We are keen to demonstrate that we have the ability and power in our organization to make progress in spite of all obstacles and every opposition. We welcome the opportunity to prove that we can with right methods *create* a demand where it may not already exist.

Trade has not disappeared. It's only resting, and needs but to be quickened and tempted back to its accustomed channels by well directed energy and a sound proposition. This is our firm belief, and so we have rubbed up our old, familiar motto, "The way to get business is to go after it, and the way to go after it is to get it." We will make it our battle cry for the new campaign, and we will apply it with all the vigor we possess not only to our own business, but to the business of every agent on our books.

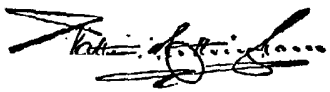
This is a time when every man must put forth not only his best efforts,

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but must improve on his best. What was good enough for the easy, prosperous days of the past few years won't do for this year. You must call on the reserves, and work all resources to the limit. Don't hoard your strength. Don't hoard your capital. The time has come to let go—to make every ounce and dollar of your surplus work. No one doubts that the business of the country is sound. The great agricultural population have stores of wealth, and with money circulating again manufacturing will begin anew and trade will become active. It's up to us, therefore, and the thousands of progressive, loyal agents of this Company to get our share.

We have a stronger and better proposition than ever to place before you for 1908, and our men, rested by the halt of the last few weeks, will be among you with new energy and enthusiasm to help you make the new year the greatest, and, we hope, the happiest in your history. With best wishes to this end, I am

Yours very truly,



Vice Pres. & Gen'l Mgr.

Season's Greeting.

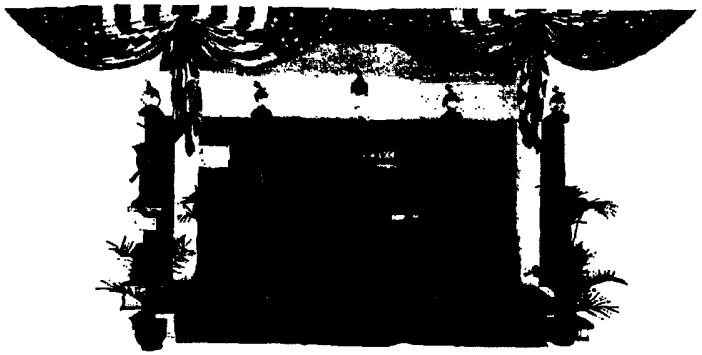
WE are glad to have the opportunity of extending to our good agents everywhere the heartiest greetings at this season.

We are confident the coming year will be as rich in opportunities and blessings as the year that is closing. Much depends upon ourselves, let us remember. The coming year will be what we ourselves decide to make it.

As for us; we will endeavor to make THE S.W.P. more attractive and useful than it has ever been before, a "tie that binds."

This, and the hope that nineteen hundred and eight will prove happy and prosperous to you, is the sincere wish of THE S. W. P.

THE EDITOR.

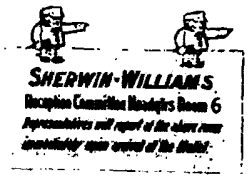


The Twenty-Seventh Annual Convention.

THE Annual Convention of The Sherwin-Williams Co. was held this year during the week of October 28th, at Plant No. 2, Pullman Station, Chicago.

For twenty-seven years the managers and traveling representatives have met to review the work of the year and lay plans for improvement and progress for the future. This year's meeting was the greatest of these. In point of size it was larger because of the great growth of the business in all departments. What is of more importance, it was of greater practical value to all the members attending its session because "Practical Knowledge" was the keynote of the Convention, and this was the underlying principle of every address and demonstration and test. The men are gathered together in these Conventions to study the goods, conditions, competition and all phases of our proposition so that the representatives will be better able to help themselves and the trade. It is one of the methods we employ to strengthen our agents, making them better posted, better equipped with knowledge of the goods and consequently better paint and varnish salesmen. The interchange of ideas and suggestions which takes place at this time is of great practical value to everyone connected with our business. We want and expect much of the good thus derived to be passed on to the merchants who handle our lines.

The headquarters of the representatives in the city during the Convention was the Chicago Beach Hotel, one of the largest hostelries in the country. It was unable to provide room for all the men, however, so some were cared for at the Hyde Park Hotel close by. On Saturday night and Sunday, October 26th and 27th, Sherwin-Williams representatives came pouring in from all points of the compass. There were men from New England, the South, Central West and Pacific Coast States, from Canada and foreign countries.



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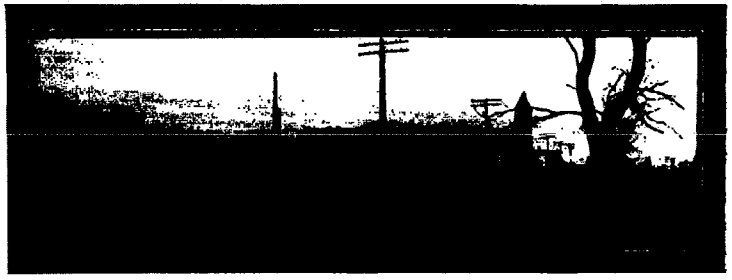
The lobby of the hotel became a great reception hall, where the men renewed old friendships and made new ones. There is a great deal of friendly rivalry between the men representing different divisions, and the lobby resounded to the noise of the various Division songs, yells and other forms of enthusiasm.

Promptly at 8:15 o'clock Monday morning the representatives were ready at the station of the Illinois Central Railway to take the special train that had been provided for their exclusive use. A run of about twenty minutes brought them to Plant No. 2, where arrangements had been made to hold the Convention. The entire fourth floor of the main office and storage building was prepared for this purpose. A part of it was devoted to the Convention hall proper, a part to a large exhibit room and to a lunch room that would seat the entire Convention at one time. The hall was handsomely decorated with Ionic columns, bunting and flags; some idea of the handsome appearance it presented can be gathered from the illustrations we give. The exhibit room adjoined the main hall, and here were arranged long tables for the display of implements, panels, etc., in various stages of finishing with our products; raw materials, such as oils, flaxseed, dry colors, etc. This room also contained two model stores arranged with stocks of paint and varnish and demonstrating the proper use of our window display features, such as cut-outs and all the various forms of advertising which we supply our agents for use in the store windows and interiors.

It has been found that display of the actual advertising and the actual merchandise, creates discussions and criticism and thereby brings up many points that would otherwise be missed.

The representatives made good use of their time and opportunities throughout the week so that they will go back on their territories not only with a much greater technical and general knowledge of our goods, but better posted on the merchandising proposition in general and consequently of much more help to our agents.

The following pages give in a brief manner the doings of the week and reference to the papers which were read. We feel that they will be read with interest by all S-W. Agents who are, so far as their paint department is concerned at least, interested in the policy and aims of The S-W. Company.



Long Line of Representatives Going to Convention Hall.



View of Convention Hall, Chicago Factory.

Opening of Convention on Monday Morning.

AFTER a brief reception on Monday morning Mr. Cottingham, Vice President and General Manager, called the convention to order. In his address he welcomed the members of the Convention saying that we had never had so large or impressive a gathering as the present, which fact is typical of the Company's progress and expansion. He spoke in part as follows:

The results of this Company for the year have been magnificent, but we are not here to pat ourselves on the back but to learn. This meeting is a serious matter. We have come here together to discuss our great problems and see where we can improve our business. I came to the conclusion in studying these Conventions, that there are two great advantages which we reap from them—the advantages which you, the representatives, gain in attending, and the advantage which we, the management, gain from your presence. I know of no better way by which we can accomplish the end which we have in view than through these meetings.

You have noticed, no doubt, that I am fond of likening our organization to a military organization. They have, as you know, their company and regimental drills and the whole body of regiments meet in battalion formation as is seen here today. We are one large army and if we are successful in carrying out our drill we cannot hope but be stronger because we are united and are all working together as one unit. I have

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never left a Convention without feeling that every man went away stronger and better, and with a greater confidence and knowledge.

It is a great pleasure to tell you that the results of last year are the greatest we have ever obtained. We not only reached the highest estimate we put on the year's sales, but exceeded it, on top of the largest gain we ever made in any previous year, which was last year.

I wish to refer to the additions that we have made in our plants and equipment which demonstrates so well our growth. I would mention the following new warehouses which were opened—St. Louis, Seattle, Philadelphia, as well as new quarters in Boston and Winnipeg. We increased our facilities very considerably in Cleveland. Here in Chicago you will be interested to see the growth of the plant since our last Convention here, three years ago. We have added to our plant, a building devoted entirely to the manufacture of Handcraft Stains and similar lines; a building devoted to the manufacture of blues. We have enlarged the "M" building where we manufacture our general line of paint, and we have put up a building, which is just completed, for the manufacture of Paris Green. At Newark we have added a five-story varnish storage plant; at Montreal we have put up a linseed oil mill; at London we have put up a dry color plant and a new paint grinding building. The buildings at our Coffeyville smelters have been greatly increased in size and consequently our output will be much greater.

Now I think I should say a word about our present business conditions. It would be foolish for us to say that we are free from anxiety, as the whole country is at this time troubled, but we are not at all fearful from the outlook. We are in a strong position, as most of our business comes from the agricultural districts throughout the country, and as far as we are able to learn, these districts are sound. I believe we will be able to round up not only a large business but a gain not far short of which you gentlemen turned in last year.

Mr. Cottingham then made reference to the great number of representatives who had advanced during a few years to positions of greater responsibility with the Company.

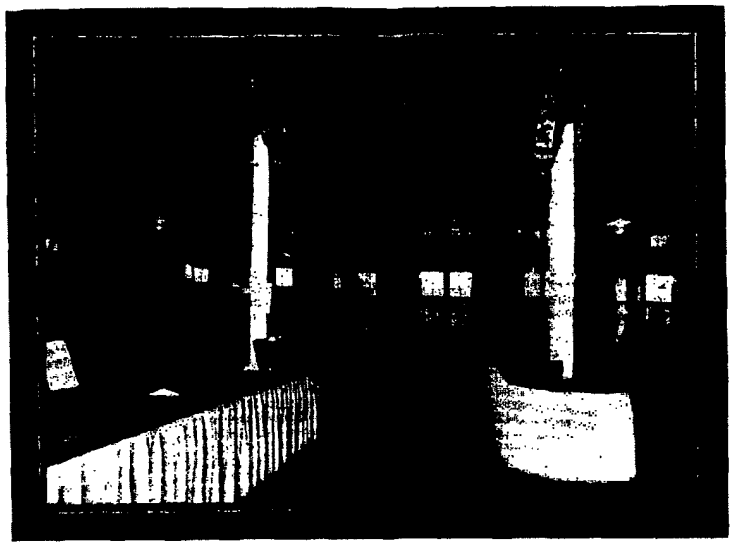
Mr. Fenn, Treasurer of the Company, responded to Mr. Cottingham's invitation to address the Convention. He said in part:

These are strenuous times, but I want to say, as the Treasurer of the Company, that I am sleeping very well these nights, thank you. My shoulders are not drooping very much as yet and I am going to keep them straight.

Ease, someone has said, is a handicap. Naturally all of us look forward to easy times and some of us wonder why they do not come, when we can lie back a little and live on what we have earned. I have even heard our good General Manager say that he hoped ere long to get into the condition where he would not have to work so hard. I do not know whether he ever will. I am afraid that with the great love he has for his work he cannot drop it. We do not want easy times—we do not look for them. I doubt if we would ever have been as great as we are if times had been easy and if you fellows had not found difficulties and conquered them. I was reading only this morning how Mr. Edison spent 18 hours a day for 18 months perfecting an apparatus to sound perfectly the letter "s" in "specia". He conquered it. There is not only the secret of great ambition but of ability as well. We cannot all conquer always. Some of us deserve as much credit for not conquering as others do who succeed.

I am very happy to be with you this morning and to say these few words. I hope the folks are well at home—the wives and the babies and all the families. We are together here after all our hard work, and after all is it not mostly for them that we work? The man who works hard simply for himself is rather selfish, I am afraid. There is a stimulous, isn't there, in working for the wives and the homes that are and are to be?

This is the secret of our work as a family of The Sherwin-Williams Co. We want to look into your faces not simply as men, but for what you represent. We hope that those we have left behind, some of them working as hard as you and me, are well and able to rejoice in your success in the future as they have in the past.



View of Exhibit Room.

Awarding of the Top-Notcher Trophy and Top-Notcher Prizes.

UNDOUBTEDLY the most coveted honor within the power of The Sherwin-Williams Co. to bestow is the Top-Notcher Trophy. This trophy is a beautiful bronze statue mounted on a marble pedestal. It bears the motto "Ambula, Ambula, Semper ad Lumen," which translated means "Onward, Onward, Always Towards the Light." Everything in connection with it typifies Progress. This trophy is awarded to the Division making the largest increase in sales during the year, according to the terms of the competition, and is retained by them for one year. The awarding of it at Convention is always the occasion of a great deal of enthusiasm, the winners, of course, being especially jubilant. This year the race for the Trophy was close and exciting right to the finish, Central Division finally capturing it from Southwestern, which has won it for the three previous years, by a very narrow margin. In addition to this, representatives who had won individual Top-Notcher Prizes during the year received their awards on Monday morning. Each lucky contestant was greeted with great applause, for throughout the year these competitions are uncertain

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Managers and Representatives of The Sherwin-Williams in Front of General Office Building, Chicago Factory.

and no man actually knows until he is called forward at Convention that he has been successful.

In surrendering the Top-Notcher Trophy to Centeral Division, Mr. A. D. Joyce, Manager at Kansas City, said in part:

We welcome you to our Top-Notcher notch and leave in your care this Trophy, but as a kindness to us we ask you to take the best of care of it for we love it, and already were planning to bring it back next year to its happy home in the great Southwest. We will appreciate it if your division will put up a good strenuous race during the ensuing year, for we want you to know that you have been in the running, and thus show that you realize the value of the prize.

Mr. R. W Levenhagen, Manager at Cleveland, in accepting the Trophy on behalf of Central Division, responded as follows:

In accepting the Top-Notcher Trophy on behalf of Central Division, I must acknowledge the grand race put up by Southwestern Division. But a splendid average was maintained by the men of Central, and a review of the records will show that some men did phenominal work.

We are all proud of what we have done, Mr. Joyce, and are going to try hard to land the Trophy another year, but if you beat us we will return it to you as cheerfully as you have surrendered it.

In view of these and like sentiments expressed by the representatives it would appear that this year's race will be as spirited as the last.

On Monday afternoon Mr. J. C. Beardslee, General Superintendent, delivered an educational talk on "The Fundamental Principles Governing the Right Use of Paint." His address dealt exhaustively with this important point.

Following him, Mr. W. L. Sims, General Superintendent of the Varnish Manufacturing Department, spoke on "The Fundamental Principles Governing the Right Use of Varnish." Mr. Sims' was an excellent treatise on this subject and went to show that the right use of varnish is as important as its right manufacture.

On Tuesday morning Mr. A. E. Schafer, General Sales Manager, delivered an address which lasted well into the afternoon. His subject was "Knowledge of the Goods and Their Right Application as Applied to S.W.P. and Shelf Goods." The educational talk that he gave was of the utmost value to our representatives and will enable them to unravel many knotty paint and varnish problems for our agents.

Mr. H. M. Ashby, Superintendent of the Dry Color Works, followed Mr. Schafer, giving a talk and demonstration on our Dry Colors and Paris Green, which was full of good practical information.

On Wednesday Mr. W. J. Sohlinger, Manager Manufacturers' Sales Department, delivered an address on our Manufacturers' Specialties, which lasted almost the entire day and left no point of this important branch of our business unexplained.

On Thursday the entire day was devoted to the discussion of our varnish business, Mr. W. W. Mountain, Manager Varnish Sales Department, having charge of the session and placing much valuable information at the disposal of the representatives.

Mr. E. M. Williams, Manager Street Railway Sales Department, also

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conducted a session in the afternoon, during which he discussed fully his branch of the business.

On Friday morning Mr. Cottingham conducted a session, his topic being "The Essential Requirements of Successful Salesmanship." His remarks were of great practical value to the men.

Following Mr. Cottingham, Mr. J. F. Hommel, General Supervisor, gave a most enthusiastic talk on "Salesmanship." His remarks applied equally well to one selling proposition as another, whether it be the man on "the road" or the man behind the counter.

"The real salesman," Mr. Hommel said in part, "is a well-developed, level-headed, broad-minded, resourceful man of business, with full confidence in himself, his employer and his line. He is ever on the alert, equal to any emergency, able to combat any argument that stands in the way of a sale and possessing at least a working knowledge of his line."

On Friday afternoon occurred the session which would be of most value and interest to our agents—The Advertising Session. Here our ways and means of advertising in all its various branches were thoroughly discussed. This year of display advertising features was larger and more varied than ever before. Mr. L. R. Greene, Advertising Manager, addressed the meeting, explaining the various features shown and how they should be disposed of and used. Every active feature we have was thoroughly discussed and met with the high approval of the men who voiced the opinion that our line of advertising is as high above that of our competitors as are our products.

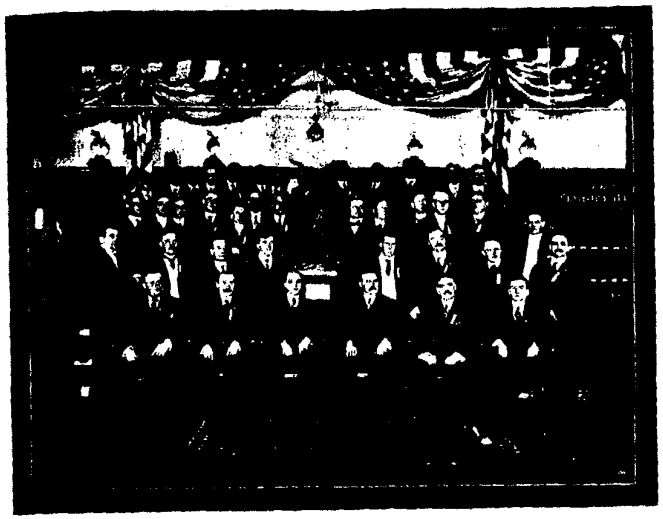
Mr. Greene also brought out one of two points that he is particularly desirous of having impressed upon S-W. agents by our representatives. Briefly they are these:

One of the strongest advertising features S-W. agents possess is their stock of paint and varnish. There is no doubt that a well displayed array of cans is most convincing. This means of advertising is within the reach of every agent, and Mr. Greene asked representatives to bring it strongly to the attention of our agents.

In addition to this he asked representatives to see that proper use is made of the advertising features which we supply agents. These features only fulfill their mission when properly displayed and representatives were asked to keep this fact prominently before our trade.



Top-Notcher Trophy Won by the Central Division.



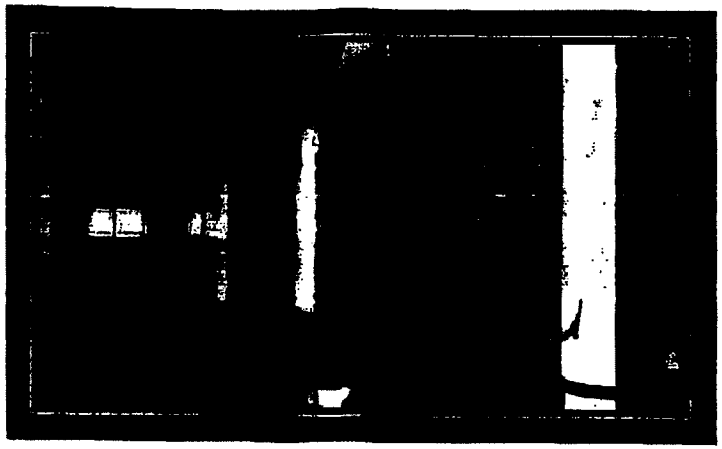
Central Division Staff that Won the Trophy.

The Smoker and the Annual Banquet.

SO far as the amusement side of Convention is concerned, the Smoker held in the ball room of the Chicago Beach Hotel on Tuesday evening, was certainly the premier event of the week. A bill of vaudeville was provided, made up of both professional and amateur talent, the latter being recruited from our own ranks. A generous supply of smoking material, pipes, cigars and tobacco, was provided by the management, and between the turns on the bill the atmosphere was rent with the different "Division yells," and Company songs, some new ones among them, were frequently indulged in, and at a late hour the company broke up, voting this the best and most enjoyable smoker.

The Annual Banquet held in the ball room of the hotel on Friday evening was also a memorable event. The decorations were profuse and appropriate—Country and Company flags were hung on the walls and beautiful floral decorations were arranged on the various tables. The doors were thrown open at 7:30 o'clock and about 250 guests sat down. After the dinner proper the toastmaster, Mr. W. H. Cottingham, proposed toasts to President Roosevelt and King Edward VII, which were drunk standing and with great enthusiasm. Mr. Cottingham then addressed the assembly,

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View of Advertising Display, Friday Afternoon.

speaking among other things of the development of our English business. Following him, Mr. Sherwin, President of the Company, spoke of the large growth of The S-W. Co. and of the great and growing spirit of honesty which is to be found in industrial affairs. President Goddard of the Fort Dearborn National Bank, Chicago, spoke of the present financial condition. Ex-Senator Mason, after telling a number of highly amusing anecdotes, asked the indulgence of his hearers while he spoke of his pet theories—the election of U. S. Senators by direct vote of the people, Postal Savings Banks and stringent anti-polygamy laws. Mr. H. J. Buckley, of Lord & Thomas, spoke on "Honest Advertising." Mr. C. S. Wheeler, of the "Old Guard," voiced the appreciation of the representatives in his talk on the Convention and Company affairs. Dr. Vance told interestingly that it was necessary to develop not only physically and financially but mentally and spiritually as well. Mr. L. B. Quinn, of our Manufacturers' Sales Department, Chicago, then presented Mr. Gray, Manager of the Chicago Beach Hotel, with an engrossed resolution of appreciation for the manner in which the comfort and convenience of the men had been looked after by himself and his staff.

Practical Knowledge.

CONVENTION KEYNOTE

Fits a man to do his own thinking.
To ask and answer questions intelligently.
To generalize without vagueness.
To specialize without triviality.
To marshal his mental forces for attack or defence in a sudden emergency as an able commander marshalls his regiment.

The Boosters' Club.

YOU are a member of our Boosters' Club.

It's a club to "boost" business.

There's to be a mighty effort to make business resume its natural proportions January 1, 1908.

All the business industries in the country are united in the effort.

That includes you. It includes us.

Our representatives will go out on their territories immediately after New Year's Day.

We propose to go right on just as if there never had been "tight money." There is absolutely no reason why business should not be as good in 1908 as in 1907. In fact, there are reasons why it should be better. The great mass of the people have more money—crops were good—the demand for all sorts of manufactured products was never better.

Just catch this spirit of determination

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and confidence and the first of March will see better conditions than this country has ever seen before.

In other words—"*Boost.*"

Think good business—*talk* good business—wear the happy air of prosperity and join with the mighty forces that are *boosting.*

Don't wait to see how it's going to come out.

The success of the plan is the success of next year's business.

Be an active member of the *Boosters' Club.*

BY Jove, this financial situation is sure the worst case of looking for trouble I believe I ever saw. Reminds me of the story I once heard of an old maid.

This o. m. was found one day in tears—positively crying to beat the band. She was asked what the trouble was.

"Oh" she wailed, "I might get married some day."

She was told to cheer up as there was no imminent danger.

"Oh, but I might, and then I might have a beautiful son some day." Nobody around there could see anything so terrible in that. "But suppose" she added, "his nurse were careless and he were to fall into a well that might be somewhere around, he might be drowned."

There you see, she had a bunch of trouble almost as good as the real thing.

Moral: Don't look for trouble, because you'll find it.

P. S.—I'm a charter member of the Boost Club. COME ON IN, IT'S GREAT!!

The Little Paint Man

PLAN FOR BIGGER BUSINESS IN '08.

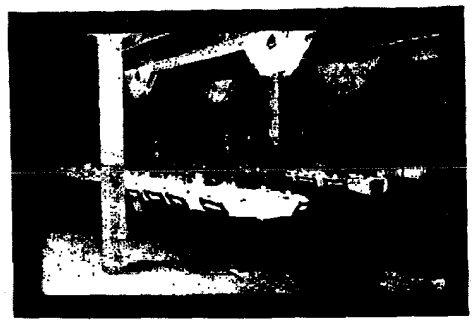


WHEN this issue of THE S.W. P. reaches our dealers the rush and excitement incident to holiday trade will have subsided. While resting up for a few days preparatory to taking the annual stock inventory, there will be some thought given to plans and policies for 1908.

We learn each year by experience where old policies and methods are weak, and how and where to improve upon them so as to make the capital and *brains* invested in the business show the greatest possible earning power. If the net earnings can be increased even 1% it will be an improvement over last year. To increase the dividends is what every business man is striving for.

This naturally brings us to the paint department of the store, which will be one of the most profitable departments in the establishment, if properly handled. Figure up your sales for the year just closed. Estimate the percentage of net profit, the number of times the investment was turned over. If you find any old stock which you had on hand a year ago place it to one side and tell the "boys" to get rid of it—its dead stock. If you all pull together some one will find a customer for it as soon as spring opens.

Get your money into salable goods. Look through the stock and see how many duplicate lines of stain you carry, for instance. I saw an agent [redacted] sale of three quarts of Dark Oak Floorlac because he had only one quart; although he had one quart of dark oak in each of the three other lines, but as no two were exactly alike, he lost the sale and still had four quarts of dark oak stain on his shelves. Foolish merchant. If he had carried four quarts of Floorlac he could have filled that order and others on no larger and in all liklihood a less investment; but he had allowed salesmen to stock line after line of these goods until he had four lines that were substantially duplicates, but neither of them equal to Floorlac in quality. He increased his investment four fold and still lost a sale because of insufficient stock in any one line. This same condition will be found true of other lines, such as Buggy Paint, Enamels, Family Paint, Oil and Coach Colors, and numerous other lines which merchants often buy, as being the easiest way to dispose of a persistent salesman, or through courtesy to another, or through a mistaken or over estimated idea of the selling value



Dining Room, Chicago Factory, During Chicago Convention

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of a line. Merchants are rapidly coming to see the greater value to themselves, which is occasioned by confining their purchases in all paints, stains, varnishes, dry colors, and everything pertaining to their paint department, to a strong house like The Sherwin-Williams Co.

The matter of duplicate lines has absolutely and positively no advantage to the average small town paint store. On the other hand it will, if not watched most carefully, double up the capital necessary to conduct a good profitable paint business. Then it becomes unprofitable, because it cannot be turned over often enough.

With the great Magazine Campaign which we are conducting we will make "Sherwin-Williams" a household name, synonomous with high grade goods. We have a satisfactory article for every possible purpose in the line we so amply cover with our products. Add to this all our other means of gaining publicity; our well known reputation among consumers who have already used our goods; then add to this the natural selling ability of our agents and their clerks, and there seems no reason why any one should have to go to any outside source for anything in this line. Therefore, the capital invested can be held at its proper limit, the stock can be turned over and over, showing a good net percentage of profit each time, netting at the end of the year a splendid return.

Our representatives will very soon call on the trade for spring orders, and then our agents will do well to consider carefully a most important fact, the writer has personally known of many sales lost because of insufficient stock of some salable shade when the parties could not wait for shipment. In view of the *very favorable terms* which we grant on spring orders our agents should include in such order ample quantities of everything to carry them through to the midsummer painting season at least without having to re-order.

Unusual demands upon us for popular shades have in the past often entirely exhausted our stock and caused delayed shipments and consequent loss of sale and profit to our agents. The loss of sale of four house jobs and half dozen small lots of paint during the season would mean the loss of enough profit to pay the interest on the entire investment in paint stock. The loss in prestige to a merchant in having to admit that he cannot fill the order cannot be measured in dollars and cents, and should be guarded against most carefully. We meet our agents more than half way by the spring terms referred to, to enable them to guard against such a situation.

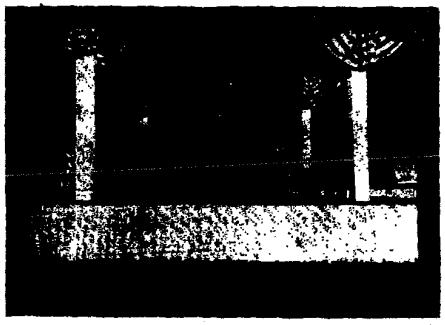


Exhibit of Dry Colors and Raw Materials.

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