The Chameleon.

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Vol. IX. JUNE, 1906 No. 6

THE editor of The Chameleon sent me a note to enquire if I would have an article for the special Progress Number.

I feel that I cannot deny myself the pleasure of writing something on a subject that has always attracted my imagination and constantly engages my thoughts and energy.

Progress is development, and development is the purpose of life. Where there is no progress there is stagnation, and stagnation is death.

The great country in which we enjoy the privilege and good fortune of living is the most progressive in the world. No other country ever advanced so rapidly or so far. No other people have enjoyed such a measure of prosperity as the American people. Such is the atmosphere in which we live and work. It is as natural for our aggressive organization to progress as it is for us to breathe the invigorating air that sustains us.

Ambition is the great incentive to progress. It is the desire to excel, the eagerness to surpass old records and establish new ones, that fires the mind, quickens the pulse and prods the energy to attempt greater and higher achievements.

Imagination also plays a great part in the march of progress. The man of deeds is a man of vision.

We must first picture in our minds the aims we strive for. We must behold a vision of what we long to be. The plans for every great structure first exist in the mind of the architect before they find expression in the drawings on his chart. So the plans for our career, which is to be our life's work, must first be sketched by the imagination on the brain, then worked out and

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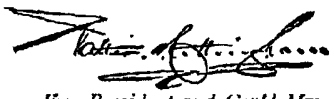
improved upon by the mind and at last realized in our work. Too many work without plans or specifications—they never see the vision, and their structures are poor and shapeless and never enduring. As the plans, so the building. If the plans are crude and small, so will the building be. The great thing, therefore, is to plan *big* and *broad* and *high* and *secure*. Keep the plans ever before your eyes, work close to the specifications and keep building steadily and securely, bit by bit, until your structure rises to its full height and glory.

Such is the spirit of progress which animates the work of our organization, and some of the results of which are presented in this number of THE CHAMELEON to attract your interest and encourage your efforts.

There is nothing so stimulating as progress. Every step forward gives new confidence and fresh encouragement to our aims and energy. And it is pleasant to feel that in making headway we increase the opportunities for advancement of those who march with us, as well as make room for larger numbers.

The illustrations in these pages indicate our progress for the year. They are the realization of only *part* of our plans. Our vision extends far beyond. The building of this business, as I have often said, is only well under way. The architects are constantly at work on new and larger plans and the builders are hard at their task, eager and happy in its execution.



Vice President and Gen'l Mgr.

General View of Twelve Varnish Fires at Cleveland, Four of These Have Been Added This Year.

AS Cleveland is the birthplace of the Company, it is to Cleveland we naturally first turn when we take up the theme of progress. The little factory in the roots of the tree at the foot of this page takes us back to the modest beginning of forty years ago, and we have only to glance at the illustration of the Cleveland plant as it is today, to realize what our progress has been in this city alone. It is hard to grasp what a wonderful growth this has been, how year by year we have steadily advanced, always becoming stronger and surer with every step, until our organization is now world wide. But to-day the demands of this territory are greater than ever before. Our business has grown up in this field in a way that has required increases in our output year by year—and we have made many changes to keep pace with it.

The past year has seen many improvements made in the Cleveland plant. Our trade expansion and the urgent demand for greater facilities has made imperative these changes. Cleveland is now easily holding her own with the lusty younger plants which threaten to expand even faster than we can care for their increased needs.

A new varnish storage building at the plant has been completed and occupied for several months past. This is 50x56 feet, five stories in height, and of brick and reinforced concrete construction, after the style now adopted by the Company for all structures where great strength of floors and walls is desired. It has a large tankage capacity.

The office addition over "B", "E", and "L" buildings at Cleveland, as noted in THE CHAMELEON last March, is now occupied by our Chemical Laboratory, En-

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gineering and Construction, and Varnish Testing Departments. These outgrew their old quarters some time ago and have been so augmented since that better provisions for them were made necessary.

The Chemical Laboratory has a floor space of 25x51 feet, with ample room for present needs. It is conveniently located for ready access to the offices and factory. The Mechanical Engineer's office includes the draughting room, which was formerly separate, and gives ample space for present requirements. The new quarters are especially well lighted and will be conducive to better and quicker service in the work of the office. All plans and specifications of our buildings are drawn and kept on file here.

Chemical Laboratory, Cleveland.

Mechanical Engineer's Office, Cleveland.

Varnish Testing Department, Cleveland.

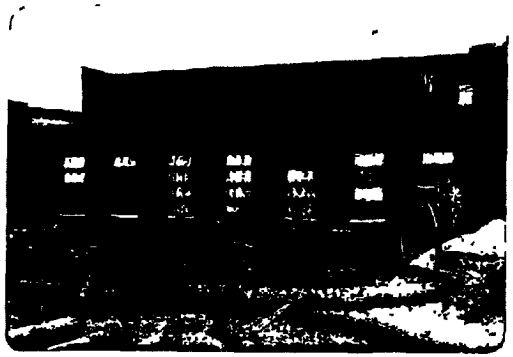
The Varnish Manufacturing Department has three bright, well lighted rooms for the testing department and the offices. The Varnish Testing Department was formerly separate from the offices and much crowded, so this change has enabled the department to carry on its work under much more satisfactory conditions. Elaborate series of tests are now being taken up here which could not be conveniently arranged for in the old quarters.

In the varnish manufacturing section a part of "V" building has been remodeled and four new varnish fires put in, materially increasing our varnish output. The half-tone on page 98 shows twelve fires in "V" building. The four kettles at the extreme end of the line are those which have been added.

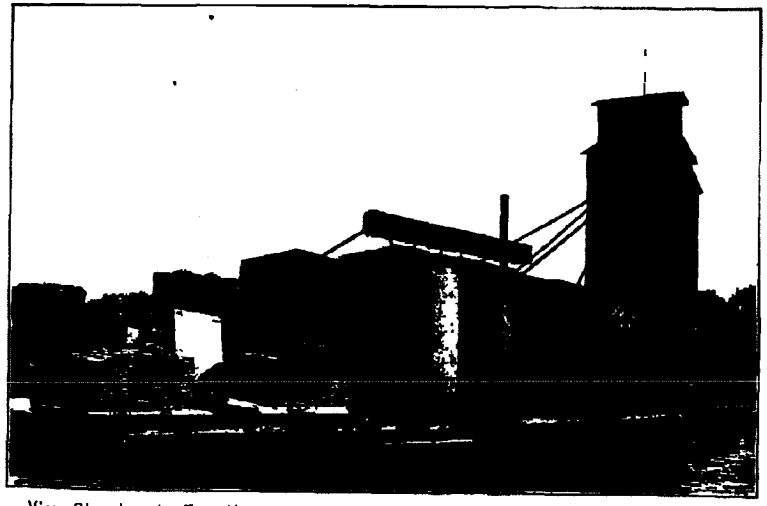
Improvements at the power house in Cleveland are now under way. A new 600 horse power boiler is being installed and a new chimney of 1,200 horse power capacity is under erection.

The Linseed Oil Department, too, has been growing by leaps and bounds and many changes have been made to keep pace with the new business developed Four new steel tanks, with a capacity of 50,000 bushels each, for the storage of flaxseed, have been recently erected along the river front of the plant and our screw process department enlarged and improved. Selling linseed oil to the trade is one departure we have made, but owing to the freight rates, we are restricting our sales to a limited territory close to Cleveland.

It has been but six years ago since we established our own linseed oil mill at Cleveland and began to produce oil of far superior quality and greater uniformity than we were able to procure in the open market. And, from the beginning, this branch of our business has probably grown more rapidly than any other, when we take into consideration the fact that all the oil until recently has been for our own consumption. Recent improvements, including not only the new seed storage tanks, but ten additional screw presses as well, increase our productive capacity 70 per cent. and our flaxseed storage capacity 100 per cent. Thus, in round numbers, we can safely say that we have almost doubled the output of our plant with the improvements made during the past year.



Building Occupied by Screw Process Oil Department, Cleveland.



View Showing the Four New Seed Storage Tanks at the Linseed Oil Mill, Cleveland

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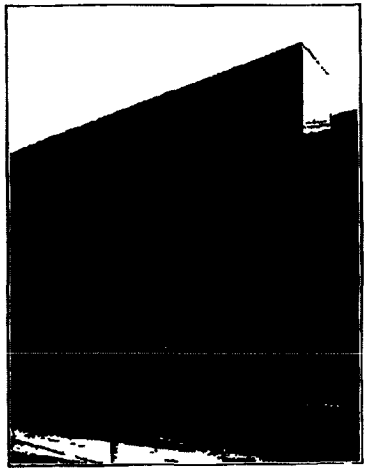
Where We Design Our Plans and Make Them.

ONE distinction which Cleveland enjoys in the story of our progress is that in this city all the designs and plans for our buildings are made and the supervision of the work of construction conducted. Before taking up further in these pages what has been done, it may not be amiss to give some of the interesting details of this important branch of our organization.

Mr F. W. Ballard, Mechanical Engineer.

The department having in charge our work of construction is known as the Engineering and Construction Dept. It is under the supervision of Mr. F. W. Ballard, Mechanical Engineer of the Company, whose portrait is shown on this page.



New Varnish Storage Building, Cleveland.

He has a force of sixteen superintendents of construction, foremen, draughtsmen and clerks engaged in its work.

In this department designs for both buildings and machinery are drawn up, specifications made, and the work carried out to completion.

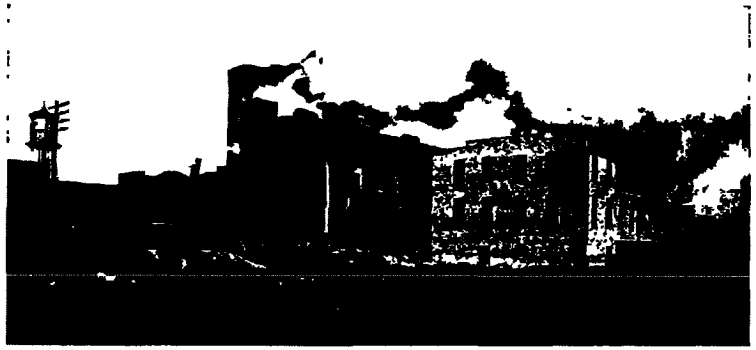
Our superintendents of construction personally supervise building operations wherever under way, and, when necessary, attend to all details in the installation of machinery. An important part of our Engineering and Construction Dept. is the machine shop at Cleveland. Here we construct, after our own plans, a great deal of the special machinery we use—*all* of the paint grinding and mixing mills. And it is worthy of note that our growth has been so rapid and the urgency of increasing our manufacturing facilities so great that, even though working a large force in day and night shifts, we have not been able to keep pace with the orders for machinery coming in.

The Mechanical Engineer's office, since locating in the addition over "B," "C," and "I" buildings, as noted elsewhere in this article, is splendidly equipped to care for its work. The draughting room has all the latest improvements, including a blue print printing machine which does the work in one-half the time required under the old process.

We believe there are few concerns that can show a growth which demands a special department to plan new buildings for it and care for its progress.

THE West has long been synonymous with progress and the growth of the Company at Chicago has been in keeping with the spirit of Western expansion. Many additions have been made from time to time to the nucleus with which we started when the Company was young, and we have built a great organization and plant at Chicago upon a rather slender beginning. The business of this territory has rapidly developed under aggressive S-W. campaigns and the demands upon our output have been increased year by year.

As is well known, our dry color works are at Chicago and a very important part of our manufacturing system there. For some time we have found it difficult to adequately provide for our consumption of blues, lakes and other dry colors, and, with this condition existing, a recent addition has been made to our dry color works which will materially increase our supply of at least one of these



The Building at the Right of the Picture is a Recent Addition to the Dry Color Works at Chicago and is Devoted Exclusively to the Manufacture of Blues.

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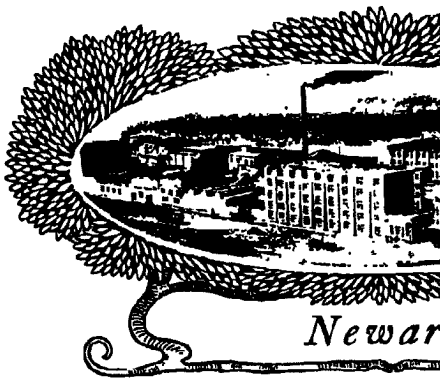
New Varnish Building, Chicago, for Filling and Storage

colors. The new building, devoted exclusively to the manufacture of blues, is 50 x 170 ft., and is known as the "O" building. It is of brick construction. Plans are now well under way for additional space 50 x 70 ft., for the manufacture of lakes and to be known as the "L" building. Both of these will connect by bridge with the main factory.

A new varnish building at Chicago, for filling and storage, has been recently completed. It provides a varnish storage room 32 x 90 ft. The structure is one story in height and of brick, concrete and tile construction.

These improvements are only the forerunners of other changes which must necessarily come to pass under our steady and consistent growth. Our base of supply of manufactured dry colors is at Chicago and as the demand for our products increases in all parts of the country, so must our facilities for their manufacture increase.

Iron Chameleon Which Went Through the Fire at San Francisco and Came Out Little Harmed



OUR Eastern business has not lagged behind that in the West, despite the different environments under which each has prospered. The men at Newark have made an enviable record for advancement and achievement in the comparatively short time which has elapsed since we laid the cornerstone of our organization in the East.

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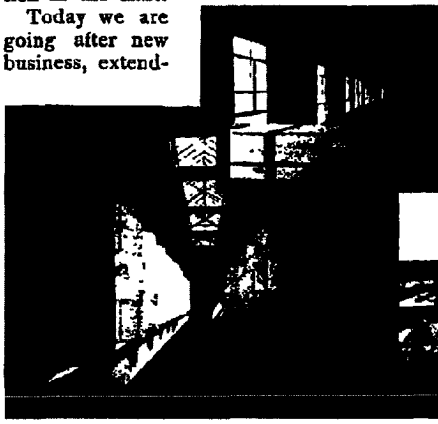
Today we are going after new business, extend-



Additions at Newa

Interior View of One of the Varnish Storage Buildings at the New Varnish Plant

E

Interior View of Storage Bldg the River Front of "A"

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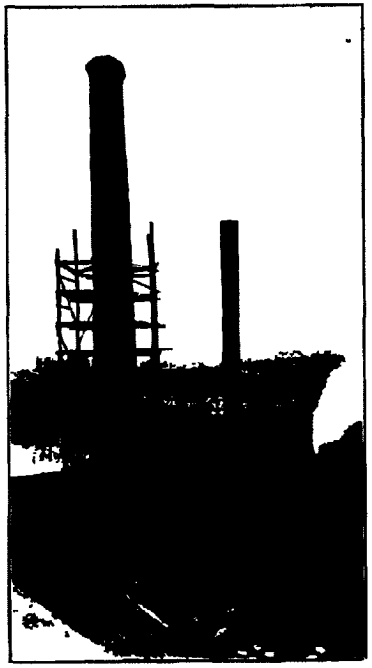
increases and to enable us to anticipate the future. Our Newark plant will soon be one of the most complete in equipment of any in our chain.

The new general office building, long needed, is now completed and occupied. It is 60 x 160 ft. and five stories in height, and joins with the main factory building by means of a two-story connecting structure, in which is located the main entrance of the office. The first floor of the building is used for heavy stock; second, for the division offices; third, for the advertising department, and fourth, manufacturing stock and lunch rooms.



New Power House Addition at Newark
Picture Taken During Construction

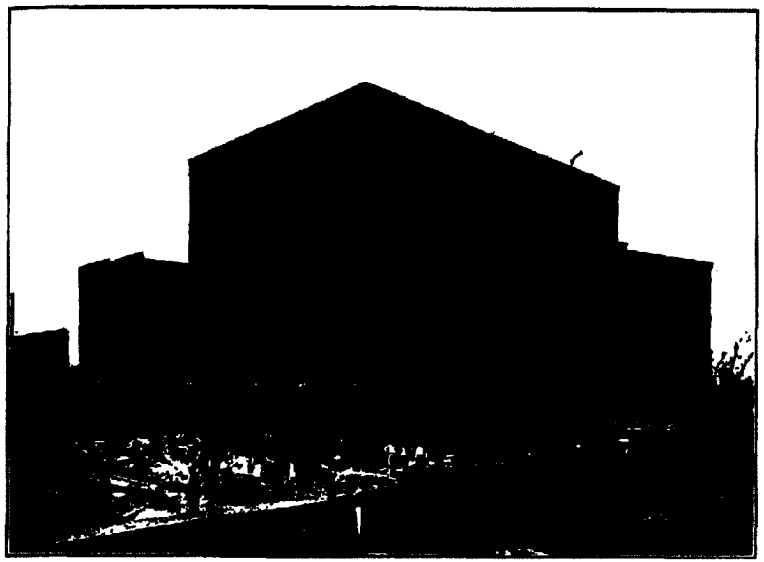
Our new varnish plant at Newark places us in a position to give adequate service to the varnish trade. The plant comprises eight buildings, covering an area 175 x 84 ft. and having a floor space of 16,400 sq. ft. The varnish manufacturing building contains twelve fires and is connected under cover with the testing and storage departments. The varnish storage building is three stories in height, providing large storage capacity which will soon be increased by the addition of a new varnish storage building 84 x 44 ft., five stories high, to keep pace with the output of the new plant. We are very careful about the aging of our varnishes and the many varnish storage buildings we have erected in the past few years is ample evidence that S. W. V. is not a line of "green" goods.

All the buildings are of fireproof construction, with cement floors and tile roofing.

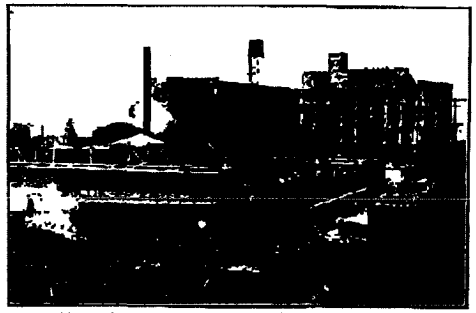
Additions to the power house have also been made. These provide a boiler room 52x27 ft., for a 300 h.p. Sterling boiler, and an engine room 21 x 40 ft., for a new Westinghouse vertical compound engine of 300 h.p. with direct dynamo connection.

A one story addition made along the river front of "A" building utilizes the dock frontage and provides a space 25 x 210 ft. for storing goods in cases.

It is a source of much pleasure to note, as we have here, the growth and general prosperity of our organization at Newark, for all connected with the Company at that place have put their shoulders to the wheel and pushed toward just such attainments. But we shall by no means rest content even with the splendid progress that has been made. We are building up a big plant now, and it will continue to grow bigger and better as we go along. Competition is keen and there is plenty of it on all sides, but the photographs and descriptions in these pages tell an interesting story of what we have done in the face of opposition—what we shall do in the future will be no less along the path of progress. As is the case with every part of our great organization, opportunities are awaiting us in the East and Newark has girded herself in new armor for the fight.



New General Office Building at Newark



Newark Varnish Plant, Under Construction.

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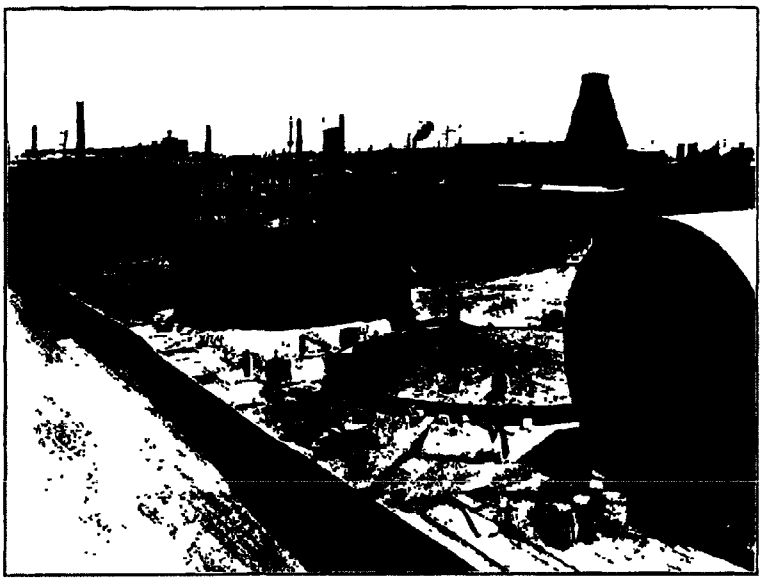
CANADA today is a big industrial, commercial, and agricultural field with almost limitless possibilities for development. Perhaps in no other part of North America is such progress being made in building up a country. It is a land rich in promise for the future.

The Sherwin-Williams expansion in Canada has been in keeping with that of the country. We have advanced steadily and surely, keeping abreast with the demands of the trade and always going a little ahead for new business. This spirit has been conducive to the best development and the additions and improvements made at Montreal are sure indications of what we have done and what we are doing.

Of first importance in the recent changes at our Montreal plant is the construction of a new linseed oil mill.



Steel Tanks for Flaxseed Storage, Montreal Oil Plant, in the Early Stages of Construction.

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Two Steel Tanks for Flaxse
Montreal, Under Constr

Excavating for the New Varnish Bu

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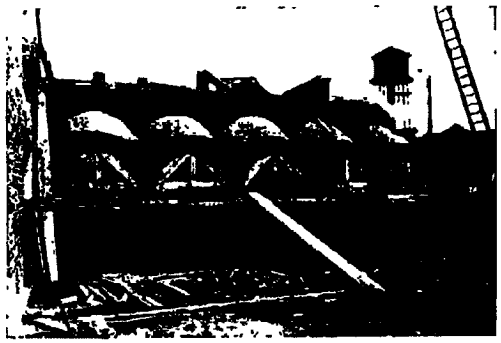
ment of this end at Montreal.

The mill is now well along in building and will be completed in a few months. It includes three buildings of fireproof construction and will have ten screw presses in its equipment. Two 50,000 bushel tanks, for the storage of flaxseed, are being built also, and an elevator for the seed. The output of the mill will be devoted to our uses exclusively and none of the oil will be put on the open market. The same great care in manufacture will be taken at the new mill as at Cleveland—careful selection of the seed, protection from all impurities and the most improved methods of crushing and pressing—and this will insure us the best possible oil that can be made. If past growth is any criterion, our mill at Montreal will develop as rapidly as the one we established at Cleveland six years ago, which has exceeded all our expectations.



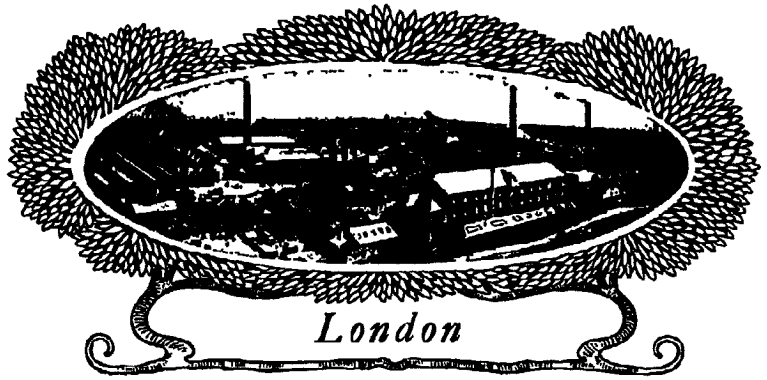
Five New Montreal Varnish Fires Now Being Built.

Five new fires have been added to our varnish department to care for the increased demands upon our production. These will enable us to make a considerable increase in our varnish output and we will be in better shape to take care of the orders coming in. S-W. Varnishes have an enviable reputation for quality everywhere and the Canadian demand has grown, despite competition, until a splendid business has been built up.

An addition to our power house has been made also, in keeping with the other improvements. This comprises a 300 h. p. engine and generator and a new boiler of the same capacity.

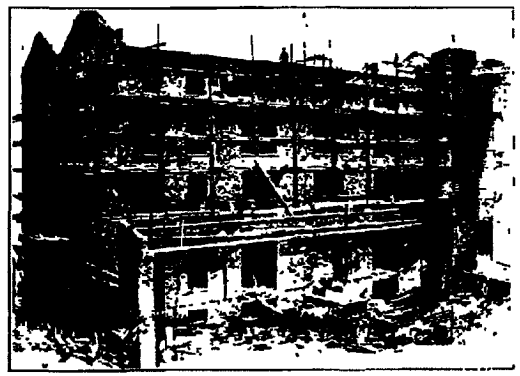
No 1. No. 2.

Even the Packages Grow. Note the Difference in Size Between the U. S. Gallon (No. 1), and the Imperial Gallon, England. (No 2).



AS you already know, through the May issue of THE CHAMELEON, our business in England has assumed an important place in our system of plants, even though comparatively new under our direction. The London business is old and well established and its policy, before we made it part of our organization, was most conservative. With the S-W. spirit of progression and achievement behind it, however, it is bound to grow in a new way. Already many changes are contemplated and some being put into effect. The market for our products in England is very large, and when with this is combined the Continent, the Colonies, and the Far East, as well, some slight appreciation may be had of the opportunity for almost infinite expansion.

A new building, devoted exclusively to the manufacture of "B. P." and S. W. P., has been recently added to our plant. This increase in productive capacity has been brought about by the steady favor our prepared paints are winning among both dealers and consumers in the United Kingdom and the Colonies. England has been slow to take up with prepared paints and a long campaign of education is necessary, but we are planning a course of promoting which will bring big results. Our goods are the best and we need only to point



New London Warehouse and Storage Building, Now Finished.

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out to the trade the many advantages of them to secure the business. And so we build for the future demand as well as the present. Wide-awake attention to conditions always wins.

A new warehouse and storage building has also been built. As with the new factory building, this addition was made necessary through our increased business. It gives us much needed facilities for storage purposes and fills a long felt want.

New Building, London, Where "B.P." and S.W.P. is Manufactured.

A number of other changes have also been made to bring up the equipment of the plant to the standard of efficiency demanded by The S-W. Co. in all its factories.

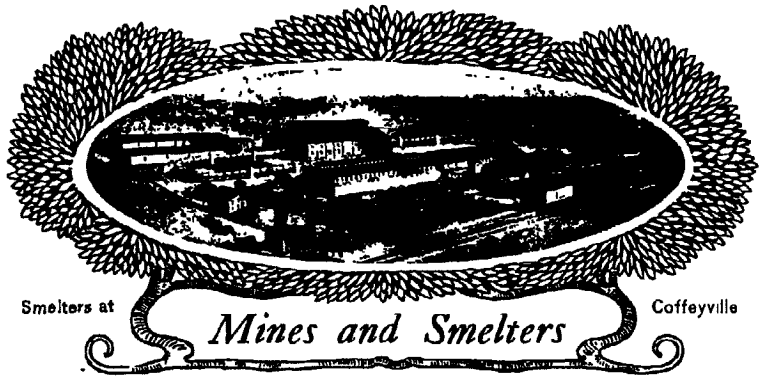
As the methods and system peculiar to our organization, both in manufacturing and selling, are introduced into the English business, even more extensive improvements than these here noted will be made. But we feel that we are to be congratulated on the progress which has been made already. Usage and custom cannot be changed in a day, and time will be required before the S-W. organization in London will be as perfect as here.

May the Biggest Yet.

WE have just made up our preliminary sales for May and find they total the largest of any month in the history of the business. They exceed the great month's business we had in March this year, which up to this time has been the Top-Notcher month.

We have only three months yet to go for the wind-up of our business year and one of these is vacation month. Have a good time and rest up well, for we are preparing for a great finish to the greatest year in our history.

Vice President and Gen'l Mgr.



THE latest additions to our already immense paint making facilities are the new zinc oxide smelters at Coffeyville, Kans., and at Joplin, Mo., with the famous Graphic and Ida Hill groups of mines in Magdalena, N. M. While the mines and smelter at Joplin should not be included in the facilities of the past year, yet the improvements and progress made at both plants, and especially at the mines this year, entitle them to special mention in connection with the strides which have been made towards our almost complete control of the raw materials which enter into the paint products manufactured by this company. Our policy to control all raw materials from their very source to the finished product we believe is thoroughly understood by those co-operating with us in the marketing of the goods and we will not take space in this article to comment on it.

Graphic and Ida Hill Groups of Mines, Magdalena, N. M., Where Our Lead and Zinc are Mined

As zinc oxide, or zinc white, is one of the essential ingredients now used in many of our paints, including S. W. P., the production of such is of great importance to our business, and knowing this some time back, long and careful search warranted us in purchasing the Graphic and Ida Hill Groups of

Oxide Roasting Furnaces in "F" Bldg., Coffeyville, During Construction: Now Completed.

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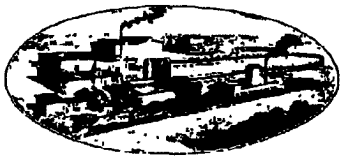
"M" Building, Bag House, Coffeyville: Now Completed

mines some two years ago. These groups of mines are situated on the west slope of the Magdalena range of mountains at Magdalena, N. M.

The entrance of the tunnels to the mines is over 8000 feet above the sea level. The group consists of about 21 claims, making a compact body of some 223 acres of ground. Adjoining the mines we have 640 acres of land on which is located a complete silver lead smelting plant of 100 tons daily capacity, all of which is on our own spur track of the Santa Fe R.R. Also on this ground is found very comfortable homes for manager and superintendent, with other houses for employees scattered about in the locality, and it is reported that there are few mining camps in this country where they are so conveniently situated for receiving supplies and shipping products, together with climatic conditions so favorable that it is possible to prosecute work to the best advantage all the year round. At the present time we employ about 75 miners, but with the improvements now practically completed we expect to double this force within a very short time.



Sme'ter at Jop'n, Mo.

Eleven months ago we commenced

"N" Building, Store House, Coffeyville Completed.

new development work in these mines by the construction of a tunnel on the most up-to-date and scientific methods procurable, which work is just about completed and enables us to work the mines to a very much greater capacity than ever before and on a strictly business policy which is just a little foreign to mine working. These mines have produced great fortunes in their production of lead and zinc. Development for lead mining has been discontinued and our efforts made for the purpose of development of zinc for which these mines at this time are noted.

The metal contents of this ore prior to our purchase had been manufactured into zinc spelter, but finding it to carry with it such properties as make it an exceptional ore for the production of zinc oxide, it was an inducement for us to hurry through to completion such plants as would take care of our immense wants by the different factories throughout this and foreign countries, and to that end we have been bending every effort.

Our new smelter at Coffeyville is located on a 30 acre tract of land and by description the buildings cover 15 acres. This smelter just recently went into blast and is being operated with that care and system which is employed in all other plants of the Company and has enabled us to produce that uniform and high grade product of which we are so proud.

1—"E" B'dg., Sampling Plant, Coffeyville, Now Comp eted.
2—The Beginning of Building Operations at Coffeyville. Now Finished
3—Building the Beehive Flue and Stack, Coffeyville Now Completed
4—General View of "E" and "L" Bldgs. at Coffeyville, Now Comp eted

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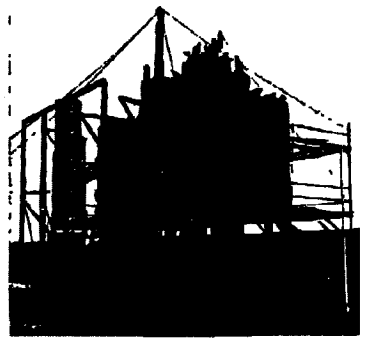
For the balance of the property—15 acres—we are preparing plans and hope to have the contracts let and buildings under way in a very short time, which will then enable us to add to our many great things the *greatest and largest zinc oxide smelter in the world*. The new Coffeyville smelter is located in the natural gas belt of Kansas, enabling us to operate at a very nominal cost when compared with other smelters that are forced to use coal. The plant consists of twelve buildings, including the following:



"C"—McDougall Furnace Bldg. Coffeyville, Now Completed.

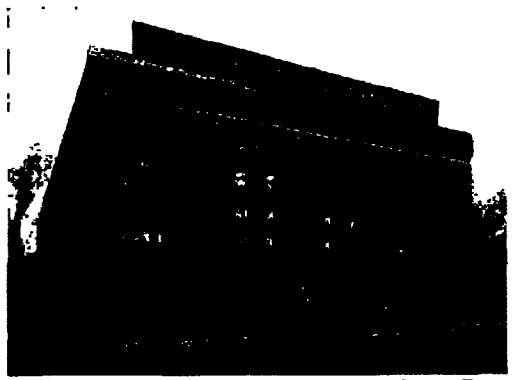
"A", office, 40x40 ft.; "B", laboratory, 40x50 ft.; "C", McDougall ore roasting furnaces, 40x64 ft.; "D", calcine shed, 52x85 ft.; "E", crushing and sampling plant, 34x35 ft.; "F", smelting furnaces, 50x200 ft.; "G", power house, 50x80 ft.; "G(b)", machine shop, 20x40 ft.; "H", coal crusher, 20x40 ft; "I.", cooperage, 30x40 ft.; "M", bag house, 95x145 ft.; "N", store house, 120x200 ft.; water tank, and beehive flue and stack. The flue, for carrying off fumes, is 150 ft. long, 12 ft. high and 8 ft. across; the stack is 8 ft. in diameter inside and 200 ft. high. The pipe line into which the fumes from the Oxide furnaces pass, are cooled, and so form oxide—later to be drawn out by air suction—is 700 ft. long and 8 ft. in diameter.

The plant we believe to be the most perfect in all its details of anything in this or any other country from a scientific and engineering standpoint and all of which has been arranged for and executed by the different specialists connected with the company and now under the management of Mr. Gordon, formerly manager of the plant at Joplin, Mo. We employ at this plant some 75 people which will increase to a larger number as soon as further improvements are made.

The plant at Joplin we purchased about the same time as the mines, but many improvements and additions since buying have been made. At this smelter we employ from 50 to 60 people. This plant is under the supervision of Mr. H. E. Galloway, a young man who has been successful with this company and has grown up with it from a boy.

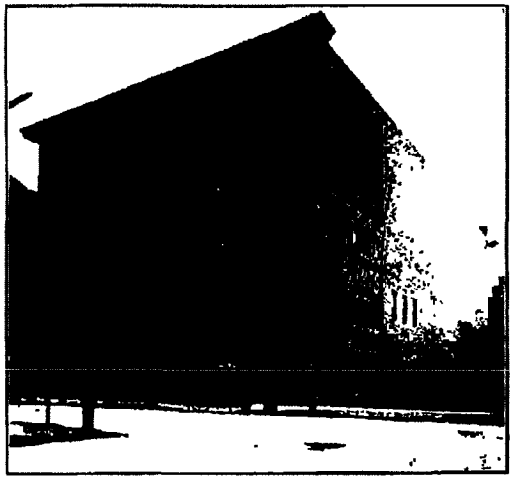
Growth of S-W. Offices and Warehouses.

THIS account of our progress would be by no means complete if we failed to make mention of the new offices and warehouses our growth has made necessary in many parts of the country. Trade conditions and business increases from time to time have demanded better facilities to care for them and to give the promptest and most satisfactory service, and, as our aim is to give our trade the best of which our organization is capable, first, last, and always, we have located offices and warehouses in many new fields.



Offices and Warehouse, 127-129 Swiss Ave, Dallas, Tex.

At Buffalo we now have increased facilities, now occupying warehouse and office space in Weed & Co.'s building, 95 Swan St. Weed & Co., who formerly represented us, still retail our goods, but our wholesale trade is handled entirely by the new office. Our business in Buffalo, and the territory adjacent to it, has largely increased, and in dealing direct with our agents we are able to promote their interests in a greater measure than otherwise possible.



Building in Which Buffalo Depot is Located.

A record for quick and satisfactory service was made under former arrangements, but our new office even materially increases the efficiency of transmission between the agent and

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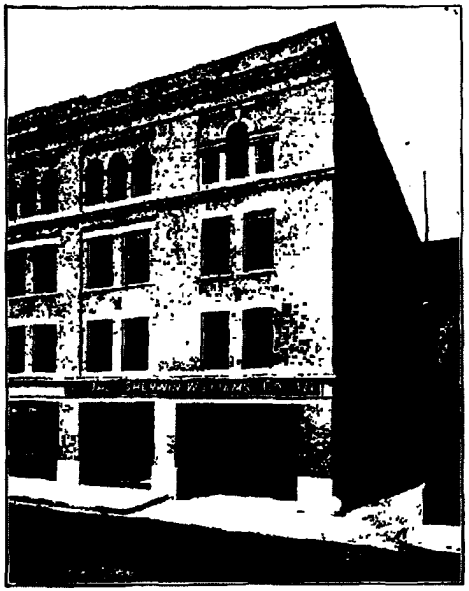
his source of supply.

We have opened recently, too, offices and warehouse in Cincinnati. These were installed some months ago in large and commodious quarters with The Krause & Bahlmann Hardware Co., 420 Pioneer St. where we have on hand a large stock of paints, varnishes and colors. Our business has grown wonderfully in the Queen City and requirements of rapidly increasing trade made necessary the addition.



Offices and Warehouse, 420 Pioneer St., Cincinnati, O

Our new office and warehouse at 127-129 Swiss Avenue, Dallas Texas, have also proved their great advantage in caring promptly for the business of the territory tributory to them. In the new depot we have plenty of floor space, quick shipping facilities, and a complete stock of our products.

When it is remembered that last year we shipped three solid train loads of paint and varnish, in addition to thousands of other shipments, to the retail dealers of Texas, it can be understood why the locating of a warehouse at Dallas has been made necessary. This year our business is way ahead and growing fast. Texas promises to take advantage of what we have done.

SUCCESS.

"'Tis the coward who quits to misfortune,
'Tis the knave who changes each day;
'Tis the fool who wins half the battle,
Then throws all his chances away.

"There is little in life but labor,
And tomorrow may find that a dream;
Success is the bride of endeavor,
And luck—but a meteor's gleam.

"The time to succeed is when others,
Discouraged, show traces of tire;
The battle is fought in the home stretch,
And won—'twixt the flag and the wire!"

Spring Managers' Meeting.

THE annual spring meeting of managers and heads of departments was held at Cleveland, Ohio, May 28th to June 2nd, inclusive. It was one of the most satisfactory meetings we have had in every respect. Advertising plans for the year were taken up, sales methods discussed and much business of importance transacted.

Those present were: Messrs. W. H. Cottingham, Vice Pres. and Gen'l Mgr.; S. P. Fenn, Treasurer; H. D. Smith, Ass't to V. P. and Gen'l Mgr.; A. W. Frank, Ass't Treasurer; H. J. Douglas, Auditor; J. C. Beardslee, Gen'l Supt.; A. E. Schafer, Mgr. Gen'l Sales Dept.; G. A. Martin, Mgr. Auxiliaries Dept.; W. B. Albright, Mgr. Ry. Sales Dept., East: E. M. Richardson, Mgr. Marine Sales Dept.; E. M. Williams, Mgr. St. Ry. Sales Dept.; W. J. Sohlinger, Mgr. C. & M. Dept.; L. R. Greene, Mgr. Dept. of Pub.; L. J. Fasquelle, Mgr. Central District: H. D. Whittlesey, Mgr. Atlantic Coast District; F. F. Myers, Mgr. Western District; Alex. Sclater, Mgr. Pacific Coast District; C. C. Ballantyne, Mgr. Canadian Division; A. D. Joyce, Mgr. Southwestern Division; H. C. Haight, Mgr. New England Division; L. W. Wolcott, Mgr. So. Pacific Division: R. W. Levenhagen, Sales Manager Cleveland Division; R. W. Sample, Sales Mgr. Western Division; A. E. Kydd, Sales Mgr. Eastern Division; D. G. Newton, Ass't Mgr. Dept. of Pub.; C. E. Horton, Supt. Art Dept., and F. C. Davis, Sec'y. of meeting.

The sessions were held in the rest room in the D. of P. building, which was especially decorated for the occasion, ample provision being made for the display of suggested advertising features prepared during the past months by the Dept. of Publicity.

Group of Managers and Heads of Departments Entertained by Mr. Cottingham at His Country Home in Glenville.

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Autos Lined Up Before the General Office Bldg., Ready for the Start to Mr. Cottingham's Country Home.

The plans submitted and the suggestions offered show a distinct advance and many of them were enthusiastically adopted. The thorough preparation and the original thought given to our proposition by the D. of P. and others will give us the best layout for 1907 we have ever had.

A thorough discussion of our advertising was taken up by the meeting and plans for the year carefully gone over. The suggestion blanks sent in by the representatives had been carefully read by a committee previous to the meeting and all important suggestions and criticisms presented to the meeting. We are especially appreciative of the time some of the men devote to these blanks. They are valuable as coming from those who have a big opportunity to observe many conditions.

On the Lake Shore Drive.

A strong fall campaign was outlined and adopted. Plans are already under way to make this the most aggressive and successful we have yet put into effect. The spring campaign was also taken up and we feel safe in predicting that these two will prove mighty effective in operation. All in all, much valuable work was done in perfecting our advertising system, strengthening its weak points, and making even stronger its strong ones.

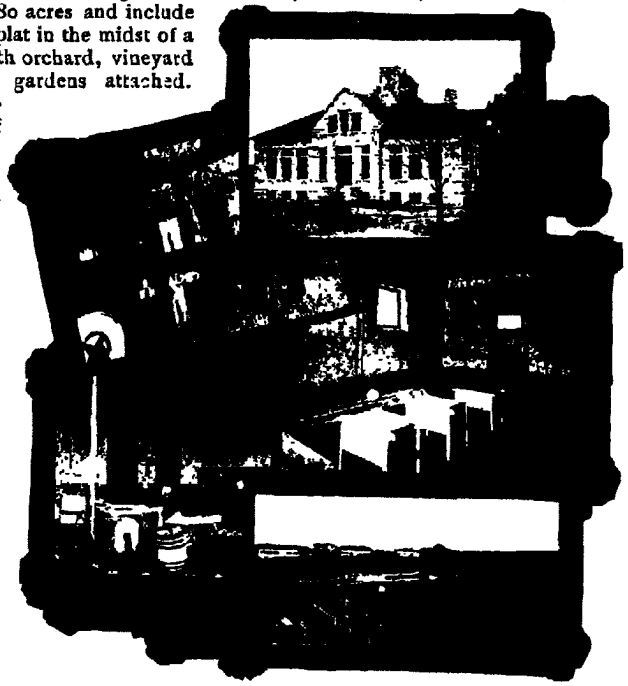
Thursday and Friday, the last days of the meeting, were devoted to general discussion, Sales Department matters and others of similar nature being brought up by the different managers.

On Thursday afternoon, May 31st, Mr. Cottingham entertained at his country home in Glenville. The party made the trip in eight automobiles over part of Cleveland's chain of beautiful parks. The afternoon was spent in prize contests of tennis, clock golf, quoits, croquet and foot races, after which tea was served. At 6:30 dinner was served at the Country Club, closing a most enjoyable afternoon.

The managers play as they work—hard and with a keen friendly desire to win.

S-W. Products on a Prominent Agricultural College.

PROMINENT among American colleges where agricultural subjects are taught is the Kansas State Agricultural College situated at the western limits of Manhattan, Kans. The grounds occupy some 580 acres and include an irregular plat in the midst of a fine farm, with orchard, vineyard and sample gardens attached. The buildings are of the famed Manhattan limestone and comprise the following: Main Hall, Mechanics Hall, Gymnasium, Horticultural Hall, Horticultural Laboratory, Armory, Library Hall, Domestic Science Hall, Agricultural Hall, Physical Science Hall, Auditorium, Dairy Hall, Farm Barn, Dairy Barn, Horticultural Barn and the College Library. Agriculture, Domestic Science, General Science, Mechanical Engineering, Electrical Engineering, Architecture, and Veterinary courses are taught in summer and winter terms.



Exterior and Interior View of the Kansas State Agricultural College.

The equipment of the Kansas State Agricultural College is complete and up-to-date. It has been the policy of the board to have only the best of material procurable. In line with this it is a pleasure to note that S-W. products have been largely used throughout the various buildings. S. W. P., Kopal, Excello, Gloss White and Commonwealth Barn Red have all contributed to their interior and exterior finish.

The illustrations we show here will give some idea of the work of the college and the extent of its operations.

There is a splendid field for sales to institutions of this sort and the business should be gone after with a vim.

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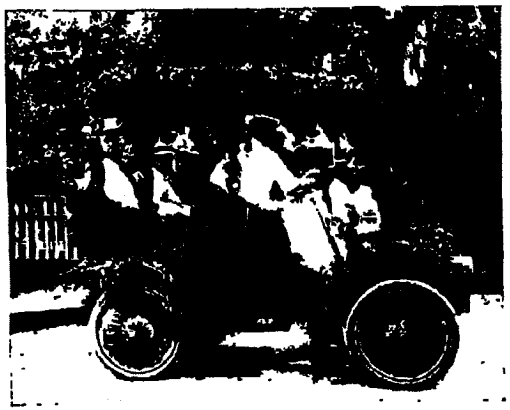
From Honolulu, the Land of Sunshine.

WE were recently favored at the Cleveland offices by a visit from Mr. E. O. White, treasurer of E.O.Hall & Son, Ltd., our agents at Honolulu, T. H.

This firm does a large business in hardware, paints, and general merchandise throughout the island and may well be numbered among the most progressive of our agents. Mr. Hall was in the East on a business and pleasure trip and came through Cleveland on his way home. The short time he spent here was devoted to looking over our plant.

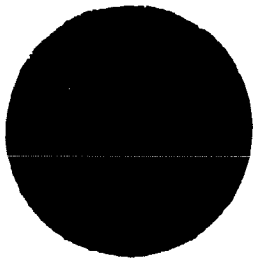
The automobile pictured here is the touring car Mr. White uses in his trips on the island. It is trimmed with ferns and orange yellow begonia flowers and is taken just as it appeared when ready for the Annual Floral Parade, held in Honolulu, February 22nd. Mr. and Mrs. White occupy the front seat of the car.



Mr. E O White and His Car, Ready for the Floral Parade

Gold Medal Awarded The Sherwin-Williams Co., for Industrial Betterment Work, by the Paris Exposition, 1900.

Obverse Side.



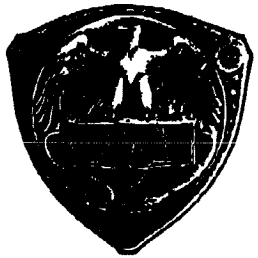
Reverse Side.

The Road to Success.

THERE is but one straight road to success, and that is merit, said Bourke Cockran. The man who is successful is the man who is useful. Capacity never lacks opportunity. It cannot remain undiscovered, because it is sought by too many anxious to utilize it A capable man on earth is more valuable than any precious deposit under the earth, and the object of a much more vigilant search. Whoever underrakes to build a house, to cultivate a farm, to work a mine, to obtain relief from pain, to maintain a legal controversy, or to perform any function of civilized life, is actively searching for other men qualified to aid him. To appreciate the thoroughness of the search, it is necessary only to realize the number of persons engaged in all these pursuits and undertakings throughout the world. From such a search no form of ability can remain concealed. If the possessor of capacity sought to hide himself, he would be discovered and induced to employ his ability for the benefit of those who need it.

To be successful. then, one has but to qualify himself thoroughly for some occupation. Every man has some natural aptitude. In these days the training by which natural aptitude is developed into effective ability can be obtained by every youth. No man can hope to be the best in any field of labor, but everyone can hope to be among the best. Time occupied in worrying about opportunities, openings and starts is time wasted, because to every capable man a "start" and "opportunity" are always furnished by the necessities of all other men.

Gold Medal Awarded The Sherwin-Williams Co., for Industrial Betterment Work, by the Louisiana Purchase Exposition, 1904.



Obverse Side.

Reverse Side

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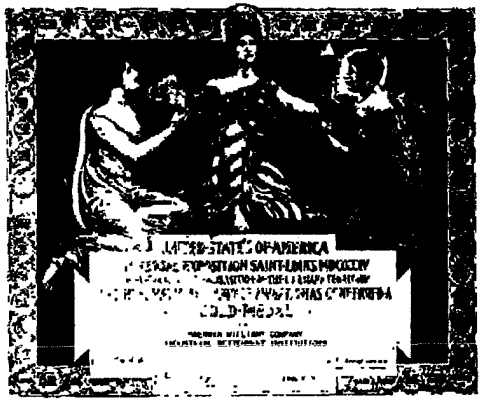
Summer Vacations.

THE vacation period is at hand again, and on behalf of the management I want to tender to the staff our very best wishes for an enjoyable and beneficial holiday.

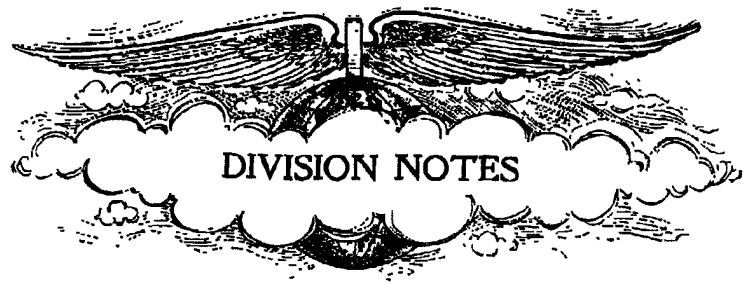
It has been thoroughly deserved, for your well directed and persevering efforts have produced results that have eclipsed the greatest of our past records. We feel proud of your achievements and grateful for your constant fidelity.

The feeling of satisfaction that results from hard work successfully accomplished, should help each one the better to enjoy the rest and change of recreation, and we sincerely hope it will be so.

Vice President and Gen'l Mgr.



Diploma Accompanying Gold Medal Awarded The Sherwin-Williams Co. for Industrial Betterment Work, by the Louisiana Purchase Exposition.



Central Division.

A recent vote of our employees decided Cedar Point as the place for our picnic this year and it will be held there, Friday, July 20th. This is our twenty-sixth annual outing.

The property owners lists still continue to come in. However, there is plenty of chance for improvement as there are a great number of our agents at the present time who have not taken advantage of this important feature.

We are sending out map folders showing prompt delivery from our different warehouses. This folder is certainly a winner and undoubtedly will bring much business our way. The mailing card, which is being sent out to the painters as a follow-up, is another good business feature, and we look for large returns.

Central Division has secured an order for 83 gallons of S. W. P. from Berea College, Berea, Ky. This is one of their many orders received recently as the result of a very thorough solicitation of the building trade. The college has many large buildings and is using S.W. P. products exclusively.

Middle West Division.

Business continues good and we are still making gains on last year. While May of last year was a heavy month, we beat it out this year by a nice margin. June also should show up a nice increase and this is naturally expected in view of the fact that our representatives are working with exceptional vigor in anticipation of their vacation.

We are still showing nice gains in our C. & M. sales, and we are naturally pleased with the consistent attention which the men are giving this feature of their work. June offers an exceptionally good opportunity to look up all sources of C. & M. trade in towns which you visit for the reason that the Trade Sales end of the work is not so pressing as it has been in the past.

The number of agents who are using our Personal Letter System is on the increase, and we expect to have practically every agent sending in names before long. The number of letters which we are getting expressing the value of our Personal Letter work is certainly encouraging, and is an incentive toward following the delin-

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quents pretty closely until we bring them into the fold.

Canadian Division.

This promises to be the banner year for this division. Sales are going ahead of last year's figures by leaps and bounds. The month of May was a record breaker as regards orders received, being 10 per cent. larger than any previous month this season, and nearly 30 per cent. larger than the same month last year.

Business is booming in all lines throughout Canada, and there has been no let up in the demand for S-W. products. The boys in the field continue to send in large full line orders.

"Keep them coming and we will land on top this year."

Following a mild winter, the spring season has been backward with more rain and less good painting weather than for many years past. It is an indication of the secure foundation on which our business is established, that the climate has not succeeded in preventing the enormous increase in our sales.

The practical effects of the rapid growth of our business are seen in the renewed activity in the building line. The new varnish chimney, which is to contain five fires, is half completed, one of the seed tanks rears its full height of fifty feet into the air, with another in course of erection, while the linseed oil mill is making rapid progress. Other necessary extensions are in contemplation, but have not yet gone beyond the paper stage.

Although our possibilities for new agents are very small, it is encouraging to know we are holding our own, having secured a few more than last year. Keep it up, and we will soon have them in line.

We were pleased to receive visits from Mr. Cottingham, Mr. Beardslee, Mr. Martin and Mr. Ballard during the past month.

On the occasion of the marriage of Mr. E. C. Budge, the staff presented him with three large and beautiful pieces of cut glass. Mr. Ballantyne made the presentation in a few happy, felicitous remarks, conveying the best wishes of the staff.

New England Division.

Our cashier, Mr. H. C. Nelson, is spending a week in Baltimore, Md., as a delegate to the National Association of Credit Men. Mr. Nelson has enjoyed the unusual honor of having been twice elected as a delegate from the Kansas City Association of Credit Men of which he is now secretary.

Mr. W. W. Haynes has been doing some very fine work in securing business from large buildings. He recently landed a splendid full line order for our products from the famous Antlers Hotel of Colorado Springs, Colo.

This division had an extraordinary business during May, and from present prospects the June figures will crowd May very closely.

Mr. W. B. Ellis is making a fine record for himself in landing new agents and new accounts. Mr. Ellis is one of the kind that can always

We hope all of our representatives will have an enjoyable vacation.

Erratum.

The notes of the New England Division were, through an error, transposed with those of South-western Division.

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manage to dig up some business anywhere.

Our C. & M. Sales up to June 1st show an increase of nearly 100% over last years's figures, and in our Railway and St. Railway sales we have practically made our estimate.

We wish to serve notice on the other divisions that if they wish to capture the Top-Notcher Trophy they will have to get very busy between now and September 1st.

Southwestern Division.

The painting season is now in full swing, and we have been kept very busy getting out shipments, in fact we have found it difficult to comply with some of the demands for prompt shipment. The stock is now complete, and orders are going forward the day they are received.

Our stock of Paris Green was wiped out in a very short time, but we now have an additional stock for which we will be pleased to receive orders from the staff.

The representatives have been very successful in writing personal letters to their agents for property owners' names, and we have a goodly number on which to work for some time to come.

This is the time of year when colleges, private schools and public schools are buying large quantities of material, and salesmen should follow this class of business up closely, as there is a splendid opportunity to increase the sales through this channel.

Our R. R. and Marine business has shown splendid gains, and it only goes to show what a little work will do in following up this class of trade. There are now a number of railway lines and boat builders that are not being called on, whose business we could easily line up with a little effort.

SALES DEPARTMENT NOTES.

Competition Reports.

Some splendid gains have been made in the contests this month, "Leaders in Other New Accounts" and "Leaders in Total New Agents and New Accounts" showing excellent increases especially. From this time on there should be a closer race than ever before. Our reports show that the Company is doing a wonderful business this year and there is a general spirit of enthusiasm and initiative throughout the whole organization which is a true incentive to the best effort. Some of the divisions in the contests have lost old places, some have gained new ones, but no matter the standing, whether high or low, the race is to the *best* men and the distance yet to be covered will prove the staying qualities of every contestant. Keep ahead—if you can—and stay with the race to the end.

The report of Central Pacific is again omitted this month.

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Record of New S. W. P. Agents.

Southwestern, with a good increase, still remains in the lead. Middle West comes from third to second place, and Canadian, with no gain, drops to fifth place. Eastern advances from fourth to third.

The record to June 1st is as follows:

Southwestern Division,
W. B. Ellis,.....*46 New Agents*
Middle West Division,
D. G. Craig,.....*35 New Agents*
Eastern Division,
A. D. Collins,.....*29 New Agents*
Central Division,
I. M. Benedict,.....*28 New Agents*
Canadian Division,
H. H. Eager,.....*27 New Agents*
New England Division,
D. H. Thompson,.....*18 New Agents*
Southern Pacific Division,
E. A. Bradley,..... *9 New Agents*

Leaders in New Dealers.

The standings remain the same as last month, with good gains throughout the list.

Following is the record to June 1st:

Middle West Division,
D. G. Craig,..... *49*
Eastern Division,
E. S. Wallace,..... *40*
Southwestern Division,
W. B. Ellis, } .....
C. E. Nunn, } ..... *32 each*
Canadian Division,
G. E. Boomer,..... *24*
Central Division,
S. H. Robinson,..... *23*
New England Division,
H. W. Putnam,..... *20*
Southern Pacific Division,
G. W. Burrill,... ..... *9*

Leaders in Other New Accounts.

Mr. E. S. Blanchard brings Central from second to first place with a big addition to his 39 of last month, and Southwestern drops to Central's former place. New England comes from fifth to third. The increases in all divisions are good.

The record to June 1st:

Central Division,
E. S. Blanchard,..... *91*
Southwestern Division,
F. B. Gable,..... *60*
New England Division,
D. H. Thompson,..... *58*
Middle West Division,
P. E. Hinkson,..... *39*
Eastern Division,
F. S. Slater,..... *38*
Canadian Division,
C. S. Bann,..... *31*
Southern Pacific Division,
E. A. Bradley,..... *15*

Leaders in Total New Agents and New Accounts.

Middle West continues in first place, Central moves from third to second and Southwestern goes back a notch.

The record to June 1st follows:

Middle West Division,
D. G. Craig,.....*121*
Central Division,
E. S. Blanchard,.....*105*
Southwestern Division,
W. B. Ellis..... *97*
Eastern Division,
W. H. Jarden, Jr..... *76*
New England Division,
D. H. Thompson..... *76*
Canadian Division,
D. Crevier,..... *44*
Southern Pacific Division,
E. A. Bradley..... *31*

Leaders in Floor Finish Sales.

No changes have taken place among the leaders.

The record to June 1st is as follows:

Canadian Division,
1st—G. E. Boomer.
2nd—C. A. Thomas.
Eastern Division,
1st—H. T. Sheldon.
2nd—W. H. Porter.
New England Division,
1st—H. W. Putnam.
2nd—F. B. Hare.
Central Division,
1st—I. M. Benedict.
2nd—D. E. Fisher.
Middle West Division,
1st—S. H. Stewart.
2nd—C. S. Wheeler.
Southern Pacific Division,
1st—G. E. Wise.
2nd—G. W. Burrill.
Southwestern Division,
1st—I. F. Watkins.
2nd—C. E. Mann.

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