Perseverance and tact are the two great qualities most valuable for all men who would mount, but especially for those who would step out of the crowd. Disraeli.

The Chameleon

February 1903



Spring
Campaign
Number

N23570

The Chameleon.

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Vol. VI. FEBRUARY, 1903. No. 2

MARKET CONDITIONS.

WE want to draw the attention of our traveling representatives and all connected with the Sales Department to the article on page 26 concerning present costs of paint and varnish products. It very fairly describes the situation we are just now confronting.

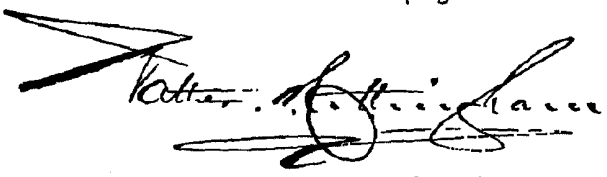
These conditions make it more and more difficult for us to continue present prices, and it would take but little to make an advance absolutely compulsory. The only favorable factor in our costs at the present time is the reasonable price of linseed oil. If anything should occur to cause an advance in this article, and many think it likely, higher figures for our products could not be avoided without the sacrifice of the present narrow margin between costs and prices.

We deem it wise therefore to place this information before you in order that you may acquaint your trade with the actual conditions, from which they may intelligently decide how far it would be prudent for them to provide against the risk of higher values. There certainly is nothing to support a belief in lower figures.

Everything points to a tremendous spring trade. We have been extremely busy all through these winter months, piling up large stocks in preparation for it. We feel sure of our ability to render prompt shipments and good service this season. At the same time we shall be glad to have all stock orders as early as possible, in order that we may have them out of the way in good time before the heavy sorting-up orders come in.

We wish to express the great satisfaction we feel with the splendid results accomplished thus far in the 1903 campaign by all departments of the business. It is extremely gratifying and encouraging. Great inroads have been made on our estimates. We are steadily climbing closer and closer to the high place which marks our ambitious aim; and as we more nearly and surely approach it, we are stirred by a desire to shoot past the mark and to establish more securely our reputation and ability not only to make good, but to exceed our claims.

This will be made sure by the continued application of the extraordinary vigor and zeal which has characterized the work of this campaign.



General Manager.

0007-SWP-000131592

Is 1903 To Be the Greatest Ever?

IS it to be the greatest in your territory?

Is it to be the greatest in new agents?

Is it to be the greatest in S. W. P. sales?

Is it to be the greatest in varnish sales?

Is it to be the greatest in shelf goods sales?

Is it to be the greatest in C. & M. sales?

Is it to be the greatest in Railway, Street Railway, and Marine sales?

If it is, now is the time to buckle down to the real hard work.

We are just getting into the thick of the fight. For the past few months we've been simply "warming up" for the real struggle. The coming months will prove the mettle that's in us—they will show the sort of preparation we've made to win victory.

When we adopted "1903 to be the greatest ever" for our slogan—our war cry—we did not do it unthinkingly; we had definite purposes in mind. We had planned to wage a strong campaign; to give help to each representative, that would make possible a realization of our aims—1903 to be the greatest in our history.

We are putting into execution now the plans that were determined upon to make the campaign successful, and we stand ready to help each individual representative in a personal way to get the most out of his territory. Some of the things that are being done are described in this issue of THE CHAMELEON.

So, we ask every representative to read this number carefully. It is designed especially to give each one of you encouragement to carry on the fight with confidence, enthusiasm, and vigor. Read it from cover to cover. It ought to give you backbone to re-enter the field with a firmer determination to round out your territory so that when the end of the year comes, you can review the struggle and say with satisfaction, "the greatest ever!"

Get There First.

The latest motto used by the sales department of The National Cash Register Co. is "Get There First"—that is, get there ahead of "the other fellow."

The National Cash Register people are hustlers, full of good gingery ideas, and their motto, "Get There First," is one that every representative of The Sherwin-Williams Co. ought to sew in his hat band at this time of the year. Get there, and get that stock order before "the other fellow" has a chance to present his proposition.

Be first on the ground with every possible agent in your territory. If you can't do it, give the P. D. a chance to "get there first" for you with good convincing letters, and either land the order for you, or hold the merchant's attention until you can call.

"Get There First"—remember the motto, and use the Approximate Route Sheet.

STRIKE WHILE THE IRON IS HOT

The time to land your prospective agent is before he's placed his stock order with the other fellow.

Dry-o-nite Ready for the Market.



DRY-O-NITE is ready at last. And it's better, lots better than we expected at first. It couldn't possibly be better for the price.

We've taken plenty of time to test it. We wanted to be sure that it was right—right in every way before we placed it in your hands. It *is* right now. You can back it against any dryer in the market at anywhere near its price, and feel sure that it will beat every one of them.

It is a perfect dryer in every sense. It's rightfully called "The Master Painters' Dryer." It is an article that will appeal to every painter—it's something that he'll have confidence in.

Dry-o-nite is a brand new dryer built on a brand new plan. It's what is known as a combination dryer, that is, while not strictly a turpentine article. it has a large percentage of turpentine in it. It's paler than other dryers sold at about the same price, and it's twice as strong as the ordinary japan dryers. What is of most importance it has none of the dangerous qualities of most low priced products. It doesn't cause top-drying; it won't curdle oil or varnish; and it won't burn the life out of the paint.

Another point in its favor—it can be used as a bulk reducer without material injury to the paint. It is also absolutely uniform in every way—one of the great necessities of a master painters' dryer.

We shall push Dry-o-nite as hard as we can *from* the very start. In the March issue of THE S.W.P. it will be introduced to the agents. We intend to exploit it thoroughly in that number. The agents will be strongly urged to place a trial order for a five gallon can, and a special mailing card order blank will be inclosed in THE S.W.P. for March, so they can't get away from the suggestion. We have other plans in contemplation, too, for working the painter. They're not ready yet; you'll be told about them as soon as they are.

We're expecting a big sale on Dry-o-nite. How much of it are you going to sell in your territory?

Take hold of it and begin to push it now.

The Spring Campaign for New Agents.

A DESCRIPTION OF SOME OF THE THINGS THE P. D. IS DOING TO HELP MAKE IT LIVELY

AS explained in the January issue of THE CHAMELEON, the general promoting work on B.P.A.'s, B.P.C.'s and G.P.C.'s, was started January 6th, when the first circular was mailed. This was followed two weeks later with another circular to the B.P.A.'s and B.P.C.'s, and a reply postal card to the G.P.C.'s. Samples of all these features have been sent to each representative.

The responses as they reach the office are handled very promptly, advice being immediately forwarded to each representative, and the follow up series started in the division P.D.

The general follow up work on all B.P.A.'s and B.P.C.'s called on since convention has also been started and will be conducted more systematically, more vigorously, more persistently and with better and more productive plans than ever before.

0007-SWP-0001131593

FIX YOUR ESTIMATE

How many agents will you land before April 1st? Put the mark high, and then go out to beat it.

The D.P.A. is also having attention, the personal letter series intended for him having been started February 15th.

All along the line there is an activity that promises well for good results. The P.D. machinery is moving rapidly. We are determined that the records this spring, particularly during the months of February, March, and April, shall eclipse all previous records.

We hope every representative will co-operate with us. We ask every one of you for your support. The work we are doing is ultimately for your benefit—to help you reach and exceed your quota of new agents.

Recruits are necessary to the preservation—to the fighting power of every army. An army without the constant addition of recruits soon loses its strength and dwindles away.

Each territory, each division of the Company must be constantly recruiting for new agents if we are to continue the fight with our old time vigor—with the same confidence and self-assurance that have carried us to victory in the past.

Let's take up the fight for new agents together; let's go into it with firmer determination to smash the estimates made at the first of the year; let's go after those B.P.A.'s and B.P.C.'s with the firm conviction that they're going to be landed: let's take a new hitch, just one notch higher, and we'll round out this spring campaign in a way that'll surprise ourselves and astonish those at the helm.

Are there any particularly bright prospects in your territory on which you would like us to do advance promoting work? Is there any "hard nut" that you would like help on? Is there anything special we can do to aid you land more new agents—to help you exceed your estimate? Look over your Territorial Lists and see what the future promises. Then help us get after the hard ones.

We're here to do all we can for you. Call on us as often as you wish. Every man and woman in the department is ready to work for you. We're yours to command.

NAIL UP THE AGENCY SIGN

Fasten it securely in every town you visit—over the door of the new agent, and the old one as well.

Our Methods of Testing Insulating Varnishes.

BY L. J. FASQUELLE.

IT is quite probable that our selling force have already had many questions asked them regarding how our tests were made to prove that Ajax Insulating Varnishes will do what we claim for them; and in order that they may have definite details regarding this matter it has seemed best to publish some further information.

A standard of insulation resistance is required by all manufacturers of electrical machinery, and all insulating materials must comply with certain specifications, and it must stand certain electrical tests to which it is subjected by companies which buy such goods. The insulating materials which are most frequently used are: Paper, linen, ducking, fuller board, asbestos, vulcabeston, mica, miconite, cotton thread, and red rope paper. The dielectric strength of each of these is greatly increased when treated with Ajax Insulating Varnish. The thickness and kind of insulation used depends upon the service required of the various kinds of electric machines. Insulating paper ranges from 1½ to 12 millimetres in thickness, linen from 3 to 10 millimetres, while ducking is obtained in a variety of widths and thicknesses.

For our electric tests we use the best quality of bond paper 3½ millimetres in thickness. We have not made tests up to the present time with cloth or linen. Dipped once this paper takes on a sufficient quantity of varnish to increase its thickness two to three millimetres, making a total thickness of from 5½ to 6 millimetres. Dipped twice its thickness will be increased to from 10 to 12 millimetres. All of our tests have been made with paper which has been dipped once only. Our salesmen should understand, however, that all high voltage work requires two coats of Ajax Insulating Varnish.

To test paper or cloth by electricity the material is placed between two copper terminals each one an inch square. The current is applied from the copper terminals at a voltage, in our case, not exceeding 5,500. This, as we have stated before, is as high as we can test at present and is sufficient for most cases.

Time tests are recommended by the best electricians and it is generally conceded that a time test at a low voltage is far more satisfactory both from a standpoint of discovering the merits of the insulating material and from a consideration of the safety of the apparatus which is to be tested. Recently a number of 10,000 volt tests were made on a machine which ordinarily generated 2500 volts. The test was only of a few moment's duration, and it was finally decided that 6,000 volts for one hour will give a much more satisfactory test from every standpoint.

To illustrate further the dangers of using the high voltage in testing armatures which are not built for such tests, the case in point is where an armature used on a 5,500 volt circuit was tested for a short time with a very high voltage, and while the conductors did not break down at once, they were so weakened that the armature burnt out a short time after being in service.

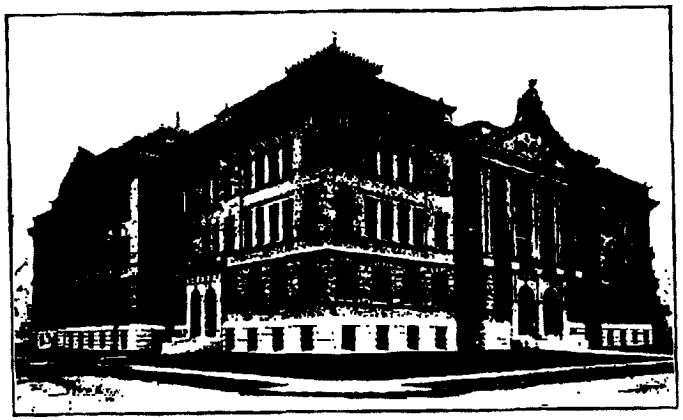
Our samples have stood the 5,500 volt test for hours without breaking down or puncturing, and we feel safe in advising that our salesmen urge time tests in preference to extreme high voltage, as they will prove the greater efficiency of the goods and be less dangerous to the machinery.

We shall expect all adverse reports on tests of our Ajax goods to be made in careful detail. Full particulars should be ascertained in each instance; it is another case of "being shown" and of "digging deep." If reports are made in this careful manner it will be possible for us to give you an intelligent reply and make your position stronger with your customer.

WILL YOU BE A TOP NOTCHER?

A vigorous new agents campaign will help you get into the class. Begin it now.

0007-SWP-000131594



New $400,000 high school at Rochester, N. Y., painted throughout with S-W. products. Interior finished with Special Interior Colors, cornice and outside trimming with S. W. P.

Use The P. D. Portfolio.

IT WILL INTEREST OLD AGENTS AND HELP YOU LAND NEW ONES.

OUR efforts to induce every S.W.P. agent to become a name sender and to use our "personal letters" on the property owners will begin for the spring campaign with the March issue of THE S.W.P.

In that number and in all the numbers printed during the painting season, we shall have as strong an article as we can write on the value of the personal work we do through the mail, and we shall try earnestly to present our system so effectively that every agent will be glad to make use of it

THE VALUE OF AN INQUIRY

depends altogether on the way it's followed. Are you making the most of the inquiries from your territory? There are new agents in them.

We had good results last year. A very large number of the agents were name senders. We want a bigger percentage this year.

The representatives can help us greatly in this work if they will only make good use of the Promoting Department Portfolio. It can be of inestimable value in making the agents enthusiastic over the "personal letters." If in the past any representative has had any difficulty in obtaining lists of names from some of the agents, there should be no difficulty now that you can actually show your man what we will do for him. The portfolio will prove to be a winning argument in talking with the prospective agent.

Push the "personal letters" in your territory — they'll help your agents and they'll help you.

A Word to the Office Staff.

WE are entering in earnest upon the greatest, most carefully planned, and most determined campaign in the history of the Company. We have fixed high estimates for the year's business. We have layed out a task for ourselves that'll require the best that's in us to complete successfully.

All of this means, that every man and woman in the organization, from the youngest office boy, from the newest recruit, up to the highest official, the oldest employee, must take hold with the propelling force, and push things as they were never pushed before.

We must realize, all of us, how much is dependent upon us. The efforts of the workers in the field will fail of best results, if we, the office people, do not second them ably, if we do not put our strength and spirit into our part of the work.

We call upon you now for a supreme effort, we call upon you for the best you have to give. We have confidence in you, we know the stuff you're made of. Let it out. Dig into your work a little deeper. Show the representatives that you have the right spirit in you.

"1903 to be the greatest ever." Remember it, and strive hard to make it so—the greatest for the Company, and consequently the greatest for you.

The "E" in the Spring Campaign.

THE "E" is becoming more valuable each year, both as a business builder for the old agent and as a convincing argument in landing new agents.

It's without any question one of the best paint advertising features that any man can employ. We believe that taken together with our "personal letter" system, it is far more profitable and brings more direct results to the agent than any general magazine or newspaper advertising we could do.

We say this in the light of past experience. The "E" costs a lot of money, in fact it represents a pretty big advertising appropriation in itself, an appropriation which if taken in conjunction with the money we spend in the "personal letter" work, is far greater than that spent by any other makers in both magazine and newspaper work combined. We would not continue to use it if we were not sure that it is a paying feature—the best general advertising we can do.

This year, we have the largest edition of the "E" we've ever had. We want every single circular to go where it will do good work: we want each one to get into the hands of possible paint buyers: and we want the whole edition out into the field at earliest possible date.



The 1903 Calendar Circular.

0007-SWP-000131595

We've planned to do our share of the work. Early as we were started last year, we are still earlier this year, and have at present a force of twenty addressers at work in Cleveland. Our system of taking care of the lists is better than ever before. You'll get some idea of how carefully it's planned when we tell you that our mailing capacity is more than 50,000 circulars a day.

The lists are coming in pretty fast now, but they *can* come in faster. We're going after the agents through the Division Promoting Departments as hard as we can. We want your help. We want you to work with us to make the percentage of lists received in your division greater than ever before. Last year in some of the divisions the percentage was as high as ninety-five, in no division was it below fifty. We're out for one hundred per cent in all divisions this year.

Work the "E" for all it's worth when calling on your B.P.A.'s and B.P.C.'s. There is a wonderful selling force in it if properly presented. Use it to clinch your other arguments. Talk it in conjunction with the "personal letters." Make it a special feature in your spring campaign for new agents. Push it to the limit—it will land many new accounts for you.

Agency Dangers.

BY IRVING B. WELLS.

IN the many varied duties devolving upon the traveling representatives of this Company, all will admit that there is none which calls for the exercise of more care and good judgment on the part of the salesman than the establishing of new agencies.

Probably not a man departed from our grand convention held in November, who was not filled to overflowing with the enthusiasm of the hour, who was not inspired with the keynote of "Confidence," and the determination to make this year of 1903 the greatest ever, not only in the volume of business done, but in the number of new agents secured. All were filled with the praiseworthy ambition to see their names enrolled in the membership of the Club of Top-Notchers.

Laudable as this ambition certainly is, however much we may wish to break all records, however great our desire for the multiplication of agencies and the extension of business, there is nevertheless an element of danger in an excess of enthusiasm that might carry us beyond the boundary line prescribed by the most careful and conservative judgment.

The agent is an integral part of our organization and is second in importance to no factor in our sales department: upon him we rely for the distribution of our goods, and upon him depends the successful application of our methods and the extension of our business.

The company which makes the best, as well as the most paint in the world, whose policy is so broad and scope so extended that it "Covers the Earth," cannot exercise too much

DO IT NOW

Land that 'B. P. A. now. Don't wait until next time. Get the P.D. to help. No man can hold out against both.

wisdom in the selection of those who are to represent it in the smallest hamlet as well as in the largest city.

It seems essential that the same quality of care should be used in the selection of a resident representative as would be exercised in the selection of a traveling representative.

In both instances, the possibilities of success are within the man himself.

Unless an agent applies to his efforts the fundamental business principles that alone command success, no matter how immeasurably superior the goods might be that he carries, and no matter what power of advertising is brought to bear, either complete or partial failure is certain, and this company wants no failures either partial or complete.

Emerson once said: "The height of a pinacle depends upon its breadth of base," and it is equally true that a good agent or an imposing structure cannot be built without a secure and proper foundation.

There is no duty devolving upon a representative that calls for more intimate knowledge of human nature or ability to judge the possibilities that are within a man, than the choosing of his agents. In many towns the key to the whole situation is here, and a false move might entail complications that would take years to remedy.

It should not be forgotten that the great public at large is not, as yet, thoroughly conversant with the unequalled merits of our goods, and is very apt to judge them according to the character of the merchant who offers them for sale.

The old proverb, "A man is known by the company he keeps," is often applied to things other than men, and even the *best paint* when not in the *best company* is looked upon with distrust and suspicion, and it might require much effort and explanation to prove its character and good name.

In every community, there are dealers who command the respect and confidence of the people, and in most communities there are those who do not. It is difficult, if not futile, to attempt the extension of our sales through mediums of the latter variety, while success is assured with the former. The dealer of integrity and energy, who is fundamentally a business man, who can be animated with the same spirit of progress and the desire to excel that has impelled this great Company onward to victory after victory, will be an assured success and a source of everlasting satisfaction to all concerned, while the man in squalid surroundings, in an ill kept store, whose methods are loose and who is without character or self respect, even though his financial rating be satisfactory, will prove a source of never-ending trouble and a disappointment to all, himself included, and will cast a discredit upon the goods that it might take years to overcome. The good agent is hard to get and the bad one comes easy in proportion to his badness.

Let us remember that the good things are sometimes worth waiting for, and in this strenuous, friendly competition of ours, however much we might desire the prizes and honors, let us temper our enthusiasm with wisdom and take care that we do not lose permanent benefits in our desire for temporary glory.

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The policy outlined by Mr. Wells, is the policy of the Company and has our unqualified approval and endorsement. Mr. Wells is proving by his work that he is building up a class of trade for himself that has all the essentials of a good foundation.

0007-SWP-0001131596

Review of the Paint Market.

FROM "THE PAINT, OIL AND DRUG REVIEW".

MIXED PAINTS AND COLORS IN OIL.—Prices remain firm and stationary. We hear no talk of an advance, although every element of manufacture has increased in cost during the past six months. Linseed oil is firm; lead has advanced; zinc has gone up; coal is more expensive; turpentine is at top figures; labor is higher—every thing points to higher prices for mixed paints or a very close margin for the manufacturer. Certainly his prices will not be lower. If not advanced he will be compelled to make up his profits on the increased volume of business he can do, and as 1902 was a banner year and more manufacturers are in the field this year, the individual increase is likely to be small. The pressure to advance prices is certain to be greater than ever.

DON'T FORGET THE ADVANCE ROUTE SHEET

Give the P. D. suggestions for advance work in every town. It will mean more business on your territory.

An Assistant Treasurer for the Company.

AT the last meeting of the Board of Directors, Mr. A. W. Frank, formerly Cashier of the Central Division, was elected Assistant Treasurer of the Company.



Mr. A. W. Frank

The elevation of Mr. Frank to this important post is in recognition of the faithful and efficient service he has been rendering the Company since he joined our organization in 1886. He has won his promotion by working for it, by proving his worth, and by his adaptability for the special work that comes within the scope of the Accounts Department.

Mr. Frank is the type of man that the Company likes to have grow up in its service. He is a tireless worker, courteous and affable in manner, patient, persevering, and executing. He holds high ideals, is conscientious and well fitted to fill satisfactorily the duties that devolve upon him.

He came with the Company in 1886, when the force in the Accounts Department of the Central Division was comprised of but two persons, outside of the Treasurer. He was engaged as bookkeeper, which position he retained for almost seven years. His first promotion was to the chief clerkship in the office of the Manufacturing Department, which he held for about eight months, being transferred back to the post of cashier in the Central Division when a vacancy occurred. He filled the latter place until his recent election to the office of Assistant Treasurer.

Lest You Forget.

JUST FOR THE REPRESENTATIVES.

LEST you forget, we are summarizing here briefly some of the things that, if put into effect, will surely help make the spring campaign in your territory a most decided success.

List on the approximate route sheet the bright prospects on your territory on which you expect to call soon, giving definite suggestions for promoting work, so we can pave the way for you. Consult the territorial list.

List the other bright prospects on which you will not be able to call soon, so special efforts can be made to get them to come into the fold before the season advances too far—consult your territorial list.

Make every agent on your territory a strong user of the "personal letters." Bring the letters to the attention of the possible agents, too.

Determine that every agent on your territory shall send in an "E" list this year—then set to work to accomplish your aim.

Don't fail to demonstrate to B.P.A.'s, B.P.G.'s, and D.P.A.'s the full value of the "E."

Use the P. D. portfolio, it's an eye-opener. It will help you land many new agents, and it will make lukewarm agents enthusiastic if rightly employed.

Use the Special Ad Service. It's bringing splendid results wherever inaugurated.

Push the Kopal and Excello free sample plans—they get the business.

Work Shellacine to a finish. Use the promoting features to introduce it to the painters and to land the agent.

Introduce Dry-o-nite—it's the best dryer that ever was made for the price.

Keep your eye on your estimate of new agents. Have you kept up with it so far. If not, buckle down a little harder—make up the deficiency during the coming month. Get the P.D. to help.

Round out your territory in all classes of trade.

Cut this article out and paste it in your note-book. Read it often. Resolve to carry out the suggestions given. Then keep your resolutions.

The Club Room at Lunch Hour.

INTEREST, that has been somewhat dormant, in the club room is very much revived this winter. The splendid opportunities the club room affords for a quiet hour and an instructive hour are being taken advantage of in a manner that is encouraging to the management. Members of the factory and office force repair there daily after lunch. The magazine files, the library corner, the chess, checker, and carrom boards, and the pianola, all have their devotees.

An innovation this year in the club room proceedings, is the Wednesday noon concert. Each Wednesday a regular program is given either of music, songs or brief addresses. It is the plan to make these programs instructive as well as entertaining and many of our own people are taking part. The programs have been well selected and the attendance each week is increasing.

There is a very general desire to make the club room helpful. There is no better place to spend the lunch hour.



Music at lunch hour.

0007-SWP-00013159

DIVISION NOTES.

Central Division.

Messrs. Weston and Phelps of the Weston Electrical Instrument Co., Waverly, N. J., called upon us recently with letters of introduction from Newark and were shown over the entire plant. These gentlemen are closely investigating improved conditions for workingmen and were referred to us for information. They expressed themselves highly pleased with what they saw and were greatly astonished at the extent of our plant.

It is now time for the representatives to get into best fighting trim for closing up any possible new agent for our lines. This matter cannot now be put off longer with any assurance that our line can be placed with these possible agents. It therefore is necessary for each salesman to go over his territory carefully, pick out the points which promise results and shape his route so as to call as early as possible with a view to closing up all such accounts before stocks of other brands are laid in. Do it today, tomorrow may be too late.

Mr. C. A. Opperman has been engaged to represent us on territory No. 9 in place of Mr. B. C. Rude, resigned.

Mr. Crampton, of The Hickox-Crampton Co., our agents at Tacoma, Washington, spent Monday, January 26, in viewing our plant.

Some of our representatives are working the Kopal and Excello sample plans with splendid results. Would there might be more to follow.

Aluminum Paint is still gaining and leading, and leading and gaining. Every day some new avenue of sale opens.

A. E. SCHAEFER,
Mgr. Central Div.

Western Division.

The editor has advised that the managers have been granted the privilege of signing these notes. The opportunity is a welcome one.

It would do you all a "power o' good" if you could drop in on us in our new quarters to see how splendidly equipped we are now to back up your good work. What would surely interest you most is the pile upon pile of stock ready for shipment. Orders will be promptly filled this year. The stock on the floor and in the bins guarantees that. Our shipping room alone has more floor space than the entire S.W.P. stock room at the old Stewart avenue warehouse. Our new S.W.P. stock room carries the stock loose in bins, which enables the packers to get out orders quicker by far than when the bulk of that stock was carried in full cases as in the old warehouse. The quarters assigned to the Promoting Department will enable that important feature of an order to get "quick action." In addition to all this and really most important of all is the close proximity of the shipping and stock rooms to the factory. The long waits for goods to come from the factory is now a thing of the past. To be sure there is still a lot of stock, notably the varnish, which will come from Cleveland, but our large stock rooms full of these goods will take care of that feature. The new general office is a better place to work in than the old one and I can assure you all that better work than ever before will come from it.



Plant Number Two, Chicago.
Looking down Kensington Ave. toward the office building and warehouse. The buildings in right foreground show the dry color works—the largest in the world.

At the request of Mr. Thomas Madill, we publish the following letter received by him from the Rev. Mr. Granville Ross Pike, of Millard Avenue Presbyterian Church, Chicago:

Your favor of the 5th inst., enclosing check for $13.00, came duly to hand. This makes a total of $74.00 received from you as a contribution toward the building fund of the Millard Avenue Presbyterian Church.

I understand that this money has been given by officers and employees of The Sherwin-Williams Paint and Varnish Company. I should be glad if it were possible for me personally to thank each one of these donors for his timely and valued assistance.

Since that cannot be done, I wish that you, as you may have opportunity, would express to them this church's appreciation of the generosity which led them to contribute in this way to an enterprise from which they can expect no individual benefit.



Playing carroms in the club room at Plant No. 1.

I trust that we may all keep our health in this year of 1903, and with "a long pull, a strong pull, and a pull all together," push the Western Division into the top-notcher class.

A. M. PARKS,
Mgr. West'n Div.

Eastern Division.

This is the short month that's good for long orders—keep them coming. January stepped away from December, and February is showing still stronger selling power.

The way to keep the other fellow out is to get your line in, and just write up those "odds and ends" yourself.

How much business do you lose—we lose—because some agents haven't the goods in stock when everybody wants paint and wants it quickly.

See that they have the proper stock and that S.W.P. and the good things that go with it have a fair show.

If you want to open up your daily mail and "cheer up" finding "indi-

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Plant #2 Chicago

A DETERMINED MAN

stops at no obstacles. Determine to land that new agent, then go in and land him.

rects" enclosed, just keep those P.O. lists coming, and fix it with your agent or his clerk to keep on keeping them coming.

Boil down and jam into your reports good live facts and the P.D. will work them hard. It oils the P.D. machinery.

The regular varnish line and the "Big Six" are "making good." January shows renewed energy in pushing the Kopal and Excello schemes. There are still endless opportunities.

The new confidential price list is very complete. Study it — check your stock against its contents—you can't thumb it too often.

February is one of the good months for pushing Copper Paint. There is "quite some" used between Rhode Island and New Orleans. Not particular about shipping it all to a few points only. Give it a show and look up the coast and river towns—you'll find the trade.

Mr. B. C. Kelson is away from his desk owing to a severe attack of grip. We trust his usual good health will soon be restored.

Southern route lists are due Monday for the following week's route. Central and Northern routes due Thursday—notice, Thursday.

Messrs. H. A. Sherwin, W. H. Cottingham, and Harry Dwight Smith visited our offices during the month.

H. D. Whittlesey,
Mgr. Eastern Div.

Canadian Division.

We had the pleasure of a visit from Mr. Sherwin for a few days this last month, and also from Mr. Cottingham, who accompanied him. Mr. Beardslee and Mr. Richardson were with us for a short period.

Judging from the fine orders our representatives are sending, S. W. V. is rapidly becoming a great favorite with our agents throughout Canada. The Excello free sample plan is taking hold strongly and everything points to a very prosperous season in our Varnish Department.

We have received some very flattering testimonials from our agents regarding "The S. W. P." When writing requesting binders, they have given expression to their opinion of the value of the magazine.

We are very glad to report that Mr. Budge, the chief clerk of our Sales Department, is recovering from a very severe attack of typhoid fever; although we do not expect him in the office until about April 1, still he is progressing most favorably.

Toronto Depot.

The four-story addition to our warehouse is now completed. This will give us about half again as much shelf room as we formerly had, and it greatly strengthens our facilities.

Owing to our growing business here we have been compelled to enlarge our offices and to add also to our staff by engaging Miss Raymond as billing clerk.

Prospects for business here are good, and we expect to do much greater business in 1903 than ever before.

C. C. Ballantyne,
Mgr. Canadian Div.

New England Division.

Business is holding up well; we are ahead of the game on sales, and increasing all the time. Mr. Kopeman, our shipper, reports that the stock is being sent from Cleveland in better condition than ever before, the goods being excellently packed.

We want the representatives to bear in mind the varnish competitions, and aid us in interesting agents in the Kopal and Excello free pint sample plans. We wish also to push the "Six Big Varnish Specialties." Agents you cannot interest in Kopal and Excello we can work with a series of letters, if you will give us their names.

"E" lists are coming in well. Agents who used this feature last year are referring to the aid it gave them, and thanking us for the extra assistance. We want every agent interested in the "personal letter" work as well; it means an increase in the total sales for the representative when he gets an agent to use this special advertising help with property owners.

DELAY IS DANGEROUS

Don't put off going after that B.P.A. or B.P.C. If you can't call on him now, get the P.D. to help keep him in line until you can.

We were pleased to receive visits from Messrs. Sherwin, Cottingham, Albright, and Richardson on January 15.

Hector M. Gordon,
Mgr. New Eng'd Div.

Pacific Division.

We have a thing or two to say about carloads ourselves. Our Mr. G. G. Mowat so far on his territory has this year made up six complete carloads for his S.W.P. supporters in the North, and without giving away his game we know he has others coming. We can hear him hum clear down at San Francisco. We are pleased to notice Mr. B. K. Taylor working along the same lines.

AN OPPORTUNITY

lost is irrecoverable. Don't let any possible agent slip through your fingers. Hold them fast. Ask the P. D. to help.

Mr. S. W. Smith feels "sore" because his territory is so convenient to San Francisco. His agents count on our stock and let us do the ordering of cars, and they draw from our stock as required. To console himself he goes after the local painters in each town and sells them all the S.W.P. he can for his agent, occasionally a barrel to swell their immediate demands. It means more work, but he won't be far behind in results.

While writing the above, a telegram reaches us from Mr. B. K. Taylor telling us of his success in landing a

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USE THE P. D. PORTFOLIO

in winning new agents. It's irresistable if demonstrated for all its worth.

new agent in Idaho for one carload S.W.P. "Na sae bad" for a new man.

Southern California Depot.

We were pleased to have a visit from Mr. W. E. Slaker, the cashier of the San Francisco office. who came down to help Mr. Wallace install the new card ledger.

Last year our sales were so much in excess of all previous years that we were fearful lest we should be establishing a record hard to beat. It therefore gives us the right kind of confidence to see each week's sales now pull ahead of last years' splendid figures and establish new records.

San Diego Depot.

We doff our hats respectfully to the other members of this big Sherwin-Williams family as we open this depot under the good old name.

A. SCLATER,
Mgr. Pacific Div.

South-Western Division.

Mr. H. C. Nelson, formerly assistant cashier of the Western Division, has taken up the duties of cashier in the Southwestern Division. succeeding Mr. R. B. Myers.

Owing to the heavy pressure brought to bear on our Promoting Department, and to enable us to carry out all the promises made at the convention, we have added to our force Mr. W. E. Powell, formerly of the Western Division Promoting Department. We feel certain that Mr. Powell's experience in this work will be of inestimable assistance to us.

We take much pleasure in handing Mr. J. W. Anderson the boquet for the largest opening order taken in the Southwestern Division. Mr. Anderson established a new agency in Texas. with a stock order for four straight car loads of S-W. products.

We extend our hearty congratulations to Mr. S. P. Moore, on his success in starting another new agency in the good state of Texas with a carload.

We also extend our hearty congratulations to Mr. F. C. Harris for his carload order of S. W. P. from Kansas.

Orders for S.W.V. are on the increase in all territories. Two especially large orders were received during the month from Mr. J. W. Anderson and Mr. S. P. Moore.

It affords us pleasure to announce that we now have with us Mr. A. L. Ferbert, for stock-keeper, formerly with the Minneapolis Depot. He has taken up his work with the right kind of spirit and we look for a great many improvements in the department he has taken in charge.

F. F. MYERS,
Mgr. Southwest'n Div.

WORK THE "E"

to a finish in your new agents campaign—it's a sure winner.

DEPARTMENT NOTES.

Trade Sales Department.

Record of New S.W.P. Agents.

The record of last month in all divisions shows that there is an appreciation of the season for landing new agents. Now is the time to do the best work of the year. We expect that the coming month will show a very large increase in the number of new agents secured in all territories. We stand ready in every division to give the best kind of help to each individual representative.

FOLLOW IT UP

Follow up that inquiry to the spring P. D. work—turn it into a new agency. Inquiries mean orders.

If your name doesn't appear in this record this month, go over your territorial lists very carefully, decide on the accounts that you are going to land, then concentrate your fire and get the P. D. to help. Use the approximate route sheet.

Western Division,
W. H. Kane. ***24 new agents.***
Southwestern Division,
S. P. Moore, ***19 new agents.***
Central Division,
I. M. Benedict, ***17 new agents.***
New England Division,
R. F. Ketchum, ***16 new agents.***
Pacific Division,
G. G. Mowat, ***13 new agents.***
Canadian Division,
D. G. White, ***10 new agents.***
J. J. Harkness, ***10 new agents.***
D. C. Crevier, ***10 new agents.***
Eastern Division,
M. B. Roberts, ***8 new agents.***

Leaders in Floor Finish Sales.

The Pacific Division with Mr. Mowat bearing the penant is out for the first place in this contest. The fight however between Mr. Mowat and Mr. Sheldon is remarkably close, there being but a few dollars between them. Good work is being done in all divsions in Floor Finish Sales. Remember the Top-Notchers club, and keep it up.

The leaders are as follows:

Pacific Division,
G. G. Mowatt.
Eastern Division,
H. T. Sheldon.
Canadian Division,
C. A. Thomas.
New England Division,
F. B. Hare.
Western Division,
J. F. Hommel.
Central Division,
A. D. Joyce.
Southwestern Division,
W. W. Walton.

Varnish Department.

A Change in the Varnish Competitions.

A change has been decided upon in connection with the Varnish Sales Competition, which will also apply to those for Mar-not, Kopal, and Excello. It has been made with the idea of placing all representatives on an absolutely equal footing in these interesting contests, so that from the commencement no advantage may be held by any one.

Hereafter, the record of the standing of representatives, shown in THE CHAMELEON, will date from November 1 and will run until a year from that

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date. In this manner, the representative will be judged only on his own work in his present territory. It has been felt that the previous plan followed

OPPOSITION

inflames the enthusiast. Are you an enthusiast on new agents? How many will you land during February and March?

discriminated somewhat against those who had taken hold of territories, after the competitions had commenced, which had probably not been as closely worked as others, thus placing them at a disadvantage at the outset. On the other hand, where changes had occurred, some benefitted by the work of the former representatives.

The change decided upon will equalize every one's chances, and the reasons which have prompted it will be appreciated.

It will, undoubtedly, infuse more interest in the race, and may the best men win.

Leaders in General Varnish Sales.

The change in the conditions of this contest has brought about a decided change in positions. The Southwestern has jumped to the top of the line. Mr. Moore, one of the new men, leading the entire Company in percentage of estimated sales.

Only three of those who appeared in place last month are on record this month; the race begins to look interesting.

Southwestern Division,
1st—S. P. Moore,
2nd—Tovel Marston.

Western Division,
1st—B. M. McDade,
2nd—R. E. Sonquist.

Eastern Division,
1st—J. P. Minitree, Jr.,
2nd—D. J. Carrison

Pacific Division,
1st—S. W. Smith,
2nd—G. G. Mowat.

Central Division,
1st—C. H. Ricketts,
2nd—E. E. Swineford.

Canadian Division,
1st—J. J. Whalen,
2nd—D. G. White.

New England Division,
1st—A. J. Horton,
2nd—F. B. Hare.

The Leaders in Mar-not Sales.

This contest is exceedingly close.

Pacific Division,
G. G. Mowat.

Central Division,
A. D. Joyce.

Eastern Division,
D. J. Carrison.

Western Division,
J. F. Hommel.

New England Division,
A. J. Horton.

Southwestern Division,
J. G. Welland.

Canadian Division,
J. W. Benson.

Leaders in Kopal and Excello Sales.

Southwestern Division,
W. W. Walton.

Western Division,
J. F. Hommel.

Central Division,
A. D. Joyce.

Pacific Division,
E. T. Parsons.

Canadian Division,
C. A. Thomas.

Eastern Division,
H. T. Sheldon.

New England Division,
A. J. Horton.

Leaders in C. & M. Varnish Sales.

Mr L. R. Rogers has placed the Eastern Division in first position with Mr. Hasson of the Central Division a close second. The Canadian and New England Divisions follow in the order named, these being the only divisions having exclusive C. & M. salesmen.

Eastern Division,
L. R. Rogers.

Central Division,
J. O. Hasson.

Canadian Division,
R. C. Misson.

New England Division,
L. W. Barney.

The Spring Campaign is in full swing and the varnish contests are becoming more spirited every day. The year is half over and while the varnish sales are in the main satisfactory—the estimates have been made on so liberal a scale that nothing but a supreme effort on the part of all will pull us out winners over the estimates.

L. J. FASQUELLE,
Mgr. Varnish Dept.

C. & M. Sales Department.

We are being so thoroughly deluged with business that we are hardly able to particularize, although we would make mention of an order taken by Mr. Wise for a carload of paste colors including Primers, Vermilion, Green, and Yellow, from one of the largest wagon manufacturers in the country. Recent shipments of Premier Non-Fading Red have been so heavy as to deplete our stocks entirely, notwithstanding the fact that our dry color plant is running double shift. Orders for two solid carloads of those goods, dry, were received this week in addition to a large number of other orders aggregating a heavy amount, distributed in smaller quantities for both dry and paste.

We are much pleased to see the interest which is manifested by salesmen in all territories with regard to C. & M. work. We are fairly crowded from day to day with reports, the character of which in many instances is not only showing that salesmen are digging deeper, but that also on return trips they are showing much promise for immediate as well as future business.

We are much gratified to notice that at the automobile show held in Cleveland this week that by all odds the best finished vehicles exhibited are those which have been finished with Perfect Method and painted with our colors—another strong testimony to the good merits of our products.

We are pleased to be able to say that Royal Durbar Red is now an established color with us and after a great deal of experimenting, covering more than two months of constant work in the matter of grinding alone, we have developed the present formula for manipulation. This Red, unlike any similar one on the market, will not "puddin up" or "grow livery" in the can. We shall endeavor in the next issue of THE CHAMELEON to describe Royal Durbar Red in detail and shall in all probability issue some printed matter showing samples also of that splendid color. In the manufacture of the dry material, the dry color plant have succeeded in obtaining a vastly richer tone than was shown by other competitive colors. Royal Durbar Red is extremely light in gravity and exceptionally strong in staining power.

A. E. SCHAFER.

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Manufacturing Department.

Plant Number One, Cleveland.

The effect of the coal strike has at last reached us. We were able to get a sufficient supply of coal for our requirements until about the last week in January when our stock began to run lower and lower, and in spite of all efforts to obtain more we were unable to replenish it before it became exhausted. This forced us to shut down for a couple of days. Since then supplies have again been coming in satisfactorily and we think there will be no further shortage.

We have just contracted for a 400 K. W. Westinghouse Turbo Generator. This will replace one of our present engines and generators, with a capacity of about 150 H. P., and gives us, instead, about 550 H. P. This additional power is very much needed. The builders have so many orders ahead that it will be perhaps a year from now before we will have it running satisfactorily. It will be the first of this new design of engine to come to Cleveland, or to be used by a paint manufacturer, and we entertain great hopes for it and shall have more to say about it when we get it running.

Plant Number Three, Montreal.

The alterations and extensions to our Varnish Factory are practically complete and we have now greater safety, increased accommodation, and better convenience. In this department we are equipped to take care of a business very much larger than we now have, but are satisfied that this state of affairs will not last long if the present rate of growth is maintained.

Plant Number Four, Newark.

The four new 30-inch mills recently installed in our Liquid Grinding Department have enabled us practically to double our output. The addition of this machinery completes the equipment of this department, and we congratulate ourselves upon having the handsomest and most up-to-date plant in existence.

The first tank car shipment of raw linseed oil shipped from Cleveland on the 16th ult., is, at this writing, still lost in the freight blockade. As an advertising feature we hope that it will be commensurate with the expense and inconvenience which the delay has caused us.

Messrs. Sherwin, Cottingham, and Beardslee made an inspection tour of our plant during their recent visit. We appreciate their helpful suggestions, and look forward with pleasure to their next visit.

Good News of the Vice-President.

We hear very good news of our Vice-President, Mr. Williams. He is steadily improving, and it is expected that he will leave The Johns-Hopkins Hospital very soon.

Mr. Sherwin and Mr. Cottingham visited him at the end of last month and they brought home very cheering news of his condition.

Before coming back to Cleveland, Mr. Williams will probably go south in order that his strength may be fully regained.

The sincerest good wishes of the entire staff go out to him for a speedy recovery.

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