



The Chameleon

September
1903

Some Good Lines
We Want Pushed
Hard this Fall

ALUMINUM PAINT

STOVE PIPE ENAMEL

GOLD PAINT

FLOOR FINISHES

VARNISH

COMMONWEALTH BARN RED

ENAMELOID

The Chameleon.

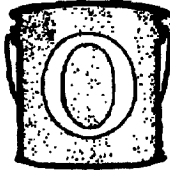
Published on the Fifteenth day of each month by
THE SHERWIN-WILLIAMS PRESS, 31 Michigan St.,
Cleveland, for the interest and benefit of
THE SHERWIN-WILLIAMS CO.'s loyal staff.

VOL. VI.

SEPTEMBER, 1903.

No. 9

"THE GREATEST EVER."



OUR last fiscal year came to an end Monday, August 31.

It was magnificent.

"The Greatest Ever" it was to be—we *said* it—we *did* it. We've made good again, and in that fact lies the source of our greatest pride and satisfaction. It's a good thing to aim high, it's an encouraging thing to reach the goal.

The habit of success is upon us. Growth and progress support and stimulate our efforts: therefore it is with our old time eagerness and confidence that we contemplate the future, feeling sure that by the strength we have gained from successful experience we can outdo the best we have done.

We are truly *great finishers*. The wind-up of the year was immense. August turned in a business that surprised us and is a fine tribute to our magnificent selling force. It was one of the largest months in total sales of the year. There was a time when August was looked upon as a dull month in the paint trade—likely it is yet with the other fellow—not so with us. Our Fall Campaigns have expelled all dullness, and quiet August is now, with us, like a hustling spring month. We have made it so by the force of concentrated effort, we have made it so because we determined it *should be so*, because we resolved we would have *no* dull months.

And is not our success in this work an encouraging thing to all of us as a proof of the results to be secured by getting out of the rut, by striking out on new lines of our own, and failing to be influenced by conditions *compel* success to spring from undeveloped and unwilling sources. It *ought* to be encouraging. It ought to convince us that well directed and persistent effort is sure of reward, and that the prizes of trade and of life are for the enterprising and the hustling.

Vice President and Gen'l Mgr.

Success Attends Our Efforts.

THE FALL CAMPAIGN IS BRINGING BIG RESULTS.

THERE is now little doubt that the campaign we are waging for fall trade will exceed every estimate and be eminently successful. So far it is a success—a very signal one. We have but to continue to work along present lines—to work our plan—and we shall score another record.

One of the especially "good signs" is the progress in all branches of the work. Many agents have adopted our suggestions, have taken hold of the work with property owners, and the sales of S.W.P. are forging ahead: the fall specialties and with them the "full line" are being "put in" steadily; the brush-keeper and the special varnish proposition are bringing large returns.

It is mighty encouraging to see such big results. It will make the rest of the campaign more interesting—for we know now we are doing the right kind of work. There is no longer any fear of the results, if we work our plans.

Self-Reliance.

Man to be great must be self-reliant. Though he may not be so in all things, he must be self-reliant in the one in which he would be great. This self-reliance is not the self-sufficiency of conceit. It is daring to stand alone. Be an oak, not a vine. Be ready to give support, but do not crave it: do not be dependent on it.

To develop your true self-reliance, you must see from the very beginning that life is a battle you must fight for yourself—you must be your own soldier. You cannot buy a substitute, you cannot win a reprieve, you can

Continue to push for business in your territory. Here are some plans to work:

The fall portfolio—it shows that you can deliver the goods.

The fall painting idea—talk it to agents, painters, and property owners.

The fall leading notice—get all your agents to use it.

Have every agent on your territory send in some P. O. names. Get the painters to help, too—use the special fall blank.

The special P. O. enclosing slip—urge your agents to use it.

The brush-keeper and the special varnish terms as wedges for getting in S. W. P.

The special plans for Aluminum Paint, Snow Pipe Enamel, and Gold Paint.

The fall "Y's"—they sell paint. Plan your work and work your plan.

Work!

never be placed on the retired list. The retired list of life is—death. The world is busy with its own cares, sorrows and joys, and pays little heed to you.

There is but one great passport to success—self-reliance.—*From The Majesty of Calmness.*

GOOD WORK

The best preparation for good work to-morrow is to do good work to-day.—PHILISTINE.

Keep Posted on Varnish.

BY L. J. PASQUELLE.

T

HERE seems to be some reluctance, on the part of a few representatives, to making use of the set of varnish questions recently submitted by bulletin. Perhaps a little further information regarding the use of these questions will make clear their value.

In the first place the representative who is best posted invariably gets the best results. When you can walk into a shop and

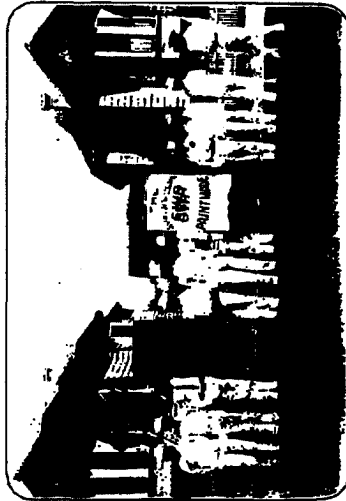
ask intelligent questions regarding the methods employed and the results obtained from the use of varnish, you place yourself in a much stronger position than if you ask a few haphazard

questions, any one of which is likely to demonstrate to the finisher the fact that you are not a well-posted varnish man.

The set of questions recently sent you is based on wide experience. Similar questions are used by some of the leading varnish concerns in this country. In fact, a well posted varnish salesman asks these questions from sheer force of habit because he has been educated to do so.

We are leaving no stone unturned to place information before you which will equip you with a practical knowledge of the business. We cannot impress upon you too strongly the absolute necessity for making these questions a part and parcel of your varnish talk, and we depend upon each representative to become thoroughly conversant with these questions: to ask them invariably when talking

varnish, and thus to fit himself to give intelligent reports which will place us in position to make you the best posted varnish representative who calls upon the trade. The great success of this Company, in the paint business, has been largely brought about by an intelligent knowledge of the business, which appeals most strongly to the trade. The same need holds true in the varnish end of the business, and we depend upon one and all for hearty support and an intelligent use of the means we furnish you toward posting both yourselves and the Company on the necessities of your trade.



The Painter's Union, of Watsonville, Cal., on parade July 4, 1903. The members are enthusiastic supporters of S.W.P. and during the parade carried an S.W.P. banner and while marching on the main business street, each member carried a full gallon can of S.W.P.

Put in the Full Line and Keep it Full.

THE VALUE OF THE FULL LINE TO THE AGENT, BY E. B. BLANCHARD-CENTRAL DIVISION.



It is recorded that a young hunter, once went to a wise man and asked this question, "How shall I keep this gun from scattering?" to which the sage replied: "Put in but one shot." It was good advice; and like most good things, simple and to the point. I recommend it most heartily to any of our agents who are flitting with the other fellow's line of shelf goods, even if the price happens, for the minute, to be below ours.

Every argument we have to induce the dealer or prospective agent to buy S. W. P., applies with equal force to the Full Line. The agent makes a mistake who thinks that anything is good enough for inside work, as too many of them are inclined to talk at times, because there seems to be a little better profit in the cheaper line.

I think there is not one agent in a hundred who realizes the importance of his trade in shelf goods; and indeed, it is possible that few of us do. I try to keep pretty closely in touch with the conditions in my territory, and always have, but am more impressed every year with the volume of this business, which this year reaches about forty per cent of the trade sales. If we occupied the desired position in these lines it would be still greater.

When we consider that the best profit of both the dealer and the maker, are in these lines of fancy goods,

NO MAN CAN DO MORE

than his best. But a good many men can do more than what they think is their best.

it will be seen at once how important it is to get the Full Line on every dealer's shelves.

The agent who sells S. W. P. to a man for his house, and then offers the same man paints of another kind for some other purpose, has weakened every argument he used to make the first sale; and he is in a fair way to lose the confidence of that customer altogether, and eventually to give up the paint business as unprofitable.

The real trouble is not with the business but with the dealer, who in carrying so many lines has too much of his profits on the shelves, in shop worn goods.

In most cases the reason for these mixed up stocks is the fact that our competitor is a good fellow, and the dealer wants to give him some business. He will find, however, that the good qualities of the other fellow will not pay his rent or for the goods with which his shelves are loaded. The sooner he is brought to a realization of this fact the quicker he will be on the road to success and a profitable paint business.

In carrying two or three lines of shelf goods, the dealer has to look to the goods remaining in stock at the end of the season for a large share of his profits. If he puts but one shot in the gun, buys the Full Line and nothing else, he will be surprised to see how little dead stock he has to carry over at the end of the season, with a corresponding increase in his bank balance. In other words, he will have exchanged his goods for money, instead of trading his money for goods that stay on the shelf.

The greatest pressure should be put upon the dealer to induce him to buy

the Full Line, and keep it full, so as to avoid delays in shipping, shortages, possible errors in filling orders, etc. If he keeps up his stock he will find that he can take better care of his trade, with less trouble to himself and clerks, have less money invested in the paint business, and get a larger return on his investment.

If he may, and probably will, tell you that the other line is better advertised than yours. If he does, you can meet his contention at once. Ask him what it is that makes everyone think of paints when they hear the name of The Sherwin-Williams Co., if it is not because the products are better advertised than any other? Our competitor has always something in connection with his name to indicate that he is in the paint business; while we have gone on making paint of quality, and advertising until the mere

WE MUST PUT OUR HEART
and our soul into our work if we are to succeed in it.

mention of our name calls to mind the fact that we are the largest manufacturers of paints and varnishes in the world. In short, the name of the Company is fast becoming a household word from one end of the country to the other.

Tell your agent to take the advice of the wise man, and "Put but one shot in the gun," if he wants to keep it from scattering; to concentrate his efforts on 'The S. W. line, keep it full, keep it where the people must see it; then watch the dollars come in, and the business and profits grow.

Make the Clerk Your Friend.

HE IS A MIGHTY FACTOR IN GETTING OUR PRODUCTS INTO USE.



N many localities and with many agencies the clerk holds the key to the situation. With the clerk an interested, enthusiastic S. W. man, business will go with a swing, where it would be impossible to make a success with the man behind the counter antagonistic or indifferent.

It is also directly to the interest of the clerk to be a supporter of 'The S. W. Products. He is identifying himself with a line that will satisfy his customers, and will therefore strengthen his position as a salesman. It ought to be our effort to make him appreciate the opportunity there is for him in pushing the products of the Company.

We are reproducing here a letter

received recently by Mr. C. S. Wheeler, of the Western Division, from Mr. Clemma, clerk with our agent at Lanark, Ill. This letter rings true and clearly shows the value of the friendship of the clerk.

"Received your letter and will wait until you come to Lanark. The prospects for fall business are good—have been hustling every day—can't sit still when there is a job in sight. 'The business this year is better than last year, so far. There has been eight houses painted with our competitors' paint to 40 of S. W. P. That is not so bad for a green paint seller, and more to follow with S. W. P. if the factories can make it fast enough for us when we get started in our fall business."

Are the clerks your friends?

Essentials to Success in Salesmanship.

BY W. E. MARBLE, R. & G. CORSET CO., NEW YORK.



If I were asked what requisites were essential for a man to become a successful salesman, I should reply by repeating the advice given me when some years ago I joined the ranks. My employer—a veteran of twenty-five years' experience at a time when selling goods on the road was not as easy as it is to-day, and when the route of the traveling man was not made smooth by the present abundance of advertising—called me to his private office and said:

"Young man, whenever you go you carry the name and reputation of your concern, and we shall be judged by your conduct. Remember at all times and under all conditions to be a gentleman, and last but not least, keep up an eternal hustle."

If a man could keep before his mind these three important things and profit by the experience of others, he would soon show results that would be a source of satisfaction both to himself and to his employer.

Gain the confidence and good will of your trade, and the orders will take care of themselves. If you have the good will of the merchant you will get the trade in time.

The first impression that the drummer makes on the mind of the merchant is sometimes a lasting one, and the way in which you approach him may

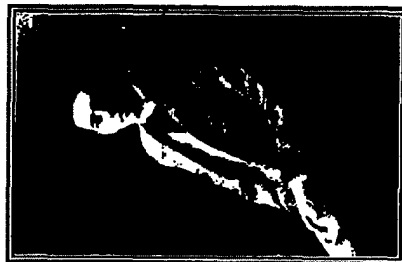
make him your friend for life. Do not use the old stereotyped speech, "I am—and represent—," and do not try to make him think your line is the only line in the world; in doing so you do not fool him, but rather fool yourself.

Talk to him about matters in which he is interested. If necessary, read the local paper: learn something about local events and after posting yourself, talk intelligently to him. Make him feel he is the one of all importance and that you are simply the very small end.

When he is convinced that you are a good fellow tell him in a casual way what special number in your line is your leader, and before you know it you have him interested in your proposition. "Then you've got him," and the order is assured.

In closing I repeat what I have already said, that to my mind the key to a successful career on the road is: "Be a gentleman on all occasions, remember that your concern is judged by your conduct, and keep up an everlasting hustle."

Mr. W. E. Marble



STICK TO IT

*Dignation is as dangerous as
sternness in the career of a
young man in business.*—
FRANKLIN.

Good Words From the Road.

Enameloid Proves its Worth.

Some time ago we gave you an order for Enameloid, but we doubted very much that it would answer our purpose, as it was so low in price.

We have completed the job for which we purchased it, and must say that we are more than pleased, and we think it far superior to any similar product on the market, no matter what the price is.—*Extract from letter of Chapman & Pease to H. C. Haight, of the Eastern Division.*

Aluminum Paint Stands a "Red Hot" Test.

I want you to know the details of a severe test that Mr. Shanker, Supt. of Griswold Mfg. Co., and myself gave our Aluminum Paint.

When I went into the office I was met with the report "that it would not stand heat, that it burned off." I at once disputed the painter, and said he would have to prove it. He said he could.

We opened a fresh can of the paint, stirred it thoroughly, took a new brush, worked it out so that it was right, then took a common stove lid and painted one good smooth coat of the paint. We then laid it down flat to dry. The next morning we took that same lid and placed it on a hot plate; gas stove, turned the gas on full, so that the flame came up over the sides of the painted lid and allowed it to remain in that position and condition for 40 minutes.

While this test was going on we placed a piece of pine wood $\frac{1}{2}$ in. thick, 3 in. long and $\frac{1}{2}$ in. wide on top of the lid. It first charred black, then burned up, the draft blew away the ashes, and where it had lay there

was not a mark left on the lid. There was *not one crack, one scale or a blister on the whole surface*, it was clean and bright.

The superintendent ordered the painter to continue using it.

J. H. VANCE.

Kopal Submerged in Water two days Retains its Lustre.

Kopal Varnish stood a most severe test during the floods at Ottumwa, Ia.

The South Ottumwa Bank, which is finished with Kopal, had two and one-half feet of water in the banking room, which stood for two days. After the water subsided and woodwork was brushed off there was no indications of water marks, and the Kopal retained its original lustre.

J. M. McJANNET.

Varnish Proposition has been a Winner.

Our special varnish proposition has certainly been a winner with me. It has opened my eyes to the fact that there is a large output in this line that I had not been getting my full share of.

I left the Convention in Chicago, determined to reach my estimate of \$300 sales but find my sales for August run close to \$700. This is only a starter and I will not rest satisfied, now the ice is broken, till my sales of S. W. V. equal those of S. W. P. in 1904.

We have the varnish. Hear nothing but praise for it, and it only takes a little time and push on the part of salesmen to get the line in good with every agent.

Now for a still bigger 1904.

W. H. KANE.

A Complaint Due to Use of Paraffine Oil.

ONLY THE MOST CAREFUL INVESTIGATION DISCLOSES THE CAUSE



COMPLAINTS are always serious; and an error or undiplomatic move in their investigation even in a more serious. A thorough and wide knowledge of paint and a good understanding of men are necessary in attempting to handle a paint complaint satisfactorily.

The following extract from the report of Mr. Barney, of the New England Division, of an investigation of a complaint on S.W.P. in Worcester, Mass., tells of a difficult situation that was well met. It should give more confidence and place each one in position successfully to cope with a similar condition. Mr. Barney's report, which is very complete and clear, reads in part:

House painted two coats: Body, 357, thinned first coat, Trimmings, 357, thinned first coat, stable painted one coat, and thinned.

On south side of house I find the paint coming off in minute particles. Where the exposure has been severe, these dust off under the hand and offer no resistance. Body and trimmings are in the same condition. These scales do not go deeper than the last painting, and the old coats seem to be in perfect

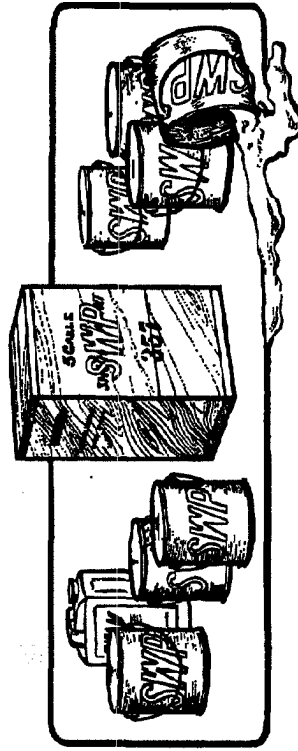
*Mr. Barney submitted with the report samples of the paint scales that came off where the surface was exposed and where it was protected.

condition. On the exposures where the weather has not been so severe the paint seems all right, but when you use a knife you can peel it off easily; both body and trimmings are in this condition and the same on tin conductors.

This condition proves that the paint did not get hold of the old paint and the trouble must be with the old paint or our S.W.P. on the first coat, for our second coat adheres to the first. It is not the old paint for on the stable they gave one coat of S.W.P. (not thinned) and it is in perfect condition.

Satisfied that the trouble was with the thinners used on first coat I made a number of tests to determine the character. For instance on the parts that are not perished by exposure the paint when peeled off leaves the under paint with a tacky surface, and the finger when pushed over it lightly jumps as on a waxed floor. Under gentle heat this surface softens and a lead pencil rubbed in the fine scrapings will not make a mark at first nor will it on paper that you have first rubbed over with the scrapings. The scales under gentle heat will adhere to each other and are elastic, while cool they are perfectly non-elastic. There is but one oil that works like this and that is one that has a paraffine base.

Having decided that this was the trouble I began to question the painting. I hunted up the painter and after a little sparring and diplomacy got his statement that our paint was loaded with paraffine oil and that the contractor had ordered this done. I was also given to understand that paraffine was used freely on the work taken by the contractor, and that if it turned out badly we were to be held responsible.



System in Business.

FROM AN ARTICLE BY MR. W. H. DOTTINGHAM WHICH APPEARED IN SYSTEM MAGAZINE FOR MAY.



ORGANIZATION is the prime factor in the management of business affairs. System is the prime factor in organization, therefore, "systemize your work and work your system" is a precept that every business man should adopt.

Business without system is like a ship without a rudder—it drifts. System insures a straight course and a smooth, successful voyage over the sea of commerce.

Without system a man must do a lot of work with little results, with system a little work with a lot of results.

A man's capacity for business largely depends upon his ability to invent

TO DETERMINE

to do a thing is half the battle. To think a thing impossible is to make it so. Courage is victory, timidity is defeat.—MARTIN.

and use system. System saves time and labor, and insures accuracy and dispatch. On these things the success of business largely depends. It should surely then need no argument to convince a man of its importance. The wonder of it is that in these days of aggressive methods and fierce competition that any intelligent man should be neglectful of its great and manifest advantages.



DRY-O-NITE is proving a winning proposition. It is fulfilling the high hopes we had when we placed it on the market a few months ago.

The sales are increasing steadily, and we have yet to learn of one instance where it has not given good results, where it has not given satisfaction to the user.

The following extract from the letter of Mr. J. R. Moore, Portsmouth, Va., to the Eastern Division, will give you an idea of the character of the reports received on Dry-o-nite:

"Having been a large user of all the dryers on the market, covering a period of 26 years, and being unable to find a dryer which was entirely satisfactory in every way,

I was induced to try a sample of Dry-o-nite. I am pleased to say that it is the best dryer I have ever used, particularly so in several ways. It dries thoroughly through and through and does not color white; is also a powerful dryer and requires only about half the quantity to dry a given amount of oil or paint that usually is required to secure the same results in any other dryer I have ever used.

I shall use it exclusively in the future and recommend it most highly to all painters and users of dryers.

You can put every confidence in Dry-o-nite. It's good and worthy of the attention of every agent in your territory.

UNFRUITFUL

There is no health in idleness; there is no joy in selfishness.—
FRA ELBERTUS.

Success—How to Attain It.

FROM "THE ST." FOR MARCH.

SUCCESS and how to attain it is man's most difficult problem. It is the prize which he pursues from the cradle to the grave. In many cases he wins while in others his efforts go down in dismal failure. Every aspiring man should realize that there is no prescription for success. We may study with deep interest the lives of successful men, and from them gather much inspiration and encouragement, or we may divert our attention to mastering rules for success, but at the best the conclusions can only be suggestive.

Success depends entirely upon the man and the proper application of his talents. When men begin to understand this indisputable fact we shall see ourselves taking a long stride in the march of progression. Men will seek to emulate others and become inspired by what they have accomplished. It is useless to waste precious moments in trying to be like some one else unless you are similarly gifted. You are directly responsible for your own talents and not those of others. Find the place in life for which you are best adapted, and under all circumstances be your actual self-natural in the highest degree. When you become positively satisfied as to where you rightly belong, then cultivate the commendable traits of close applica-

tion, unmistakable enthusiasm, indomitable perseverance and keen observation. Of the latter element much may be said to the advantage of all, because no one can succeed unless he is thoroughly observant. In other words, every ambitious man needs to learn that his eyes were given him to use. The world is full of men who have eyes but they see not. They stand face to face with brilliant opportunities but are blind to them; they cannot see life's obstacles or observe the meaning of danger.

Bring the matter home to yourself, take a careful inventory of your actions and ascertain definitely if you are an observing man. If not, your tactics need to undergo a radical change. Are you employed in a subordinate position? Are you of the impression that you must work like a machine for the purpose of throwing all responsibility upon the foreman or superintendent? Or are you painstaking, keenly observant and alert for opportunities to suggest something that will benefit your employers? Do you not understand that a man's promotion depends upon the demonstration of his capabilities? Therefore, keep your eyes open and while you are down in the ranks to-day, to-morrow you may stand far above your associates.

Life is not so hard; success not so difficult but what it may be attained, if every man will just perform his duty properly and try each day to make the world a little happier. As Dickens aptly says: "Make the best of everything; think the best of everybody; hope the best for yourself; and do as I have done—persevere."

JUST DO A THING!

Don't talk about it! This is the great secret of success in enterprises.—SARAH GIRARD.

DIVISION NOTES.

Western Division.

It has been very apparent to all connected with the Western Division that in the past month almost every representative connected with this house has developed into a varnish salesman, and our records for sales of varnish during the month of August were fully up to our expectations, which were set at a very high mark.

We discovered the other day a little scheme which we understand one of our representatives has threatened to spring on us before the year is over. We are informed that he has been lining up his old friends so that if his varnish sales need boosting at the very last minute that we may look out for wire orders from our customers.

ers in his territory for barrels of varnish. We are pleased to say that our varnish department is fully equipped to meet any excessive demand in that direction.

We are advised from the factory in Cleveland that our Minneapolis Depot were successful in getting their inventories into Cleveland first. (Congratulations to Minneapolis.)

We received a very pleasant call from Mr. D. E. Fisher, of Cleveland, while on his way home from a jaunt to San Francisco.

A. M. PARKS,
Mgr. Western Div.

Eastern Division.

The orders and reports from the staff for the month of August, just closed, bear the ear marks of stronger and more aggressive work on each territory than ever.

There is no mistaking the fact that the boys are determined to work in the "full line" and do it before the Fall Campaign closes. Characteristic enthusiasm is behind the work on each territory as usual, and results are sure to follow.

In forecasting the possibility for larger sales, continue to keep the "full line" ringing in the ears of your agents and dealers, and make the fall work so positive and thorough that conspicuous results will be well sustained throughout the next twelve months.

The salesman whose influence on his customers is strong enough and

impressive enough to keep his agents and clerks hard at it between trips gets continual and constant all around results.

Do not allow your customers to be unfair to your "full line" in telling you what their orders and stock will not verify—continue to dig deep and we'll locate the weak spots.

If you do not line up the account that we want and you want, the first call, the next thing to it is a report alive with clear reasons and facts which may be worked out by manager and representative to the extent of getting the business the next trip, or keeping in line for it.

The closing of the fiscal year means the opening of new and greater opportunities. Get away strong for the first month—it's a great field that's before us.

History. —A railroad ordered a quantity of keg lead. "Johnny-on-the-spot" was the salesman, and liquid goods replaced it. Flag all orders for old style painting and "railroad" through the best we have in stock.

The C. & M. gains for the next twelve months will be greater than ever.

Keep on putting out the brush-keeper. This novelty is going like wildfire.

Our special varnish inducements are catching the trade and the goods will hold it.

Improve your reports where possible—give the P. D. live facts to

Canadian Division.

Mr. Ballantyne has returned from his trip to the Pacific Slope, and reports that the outlook for S.W.P. and S.W.V. in the West is exceedingly bright.

Fall Property Owners' Lists are coming in very well, but we are still able to handle more names. However, now that the representatives are out on their territories, we expect that more lists will be received.

The special fall electrotypes are being taken hold of by our best agents. We hope that many more will take advantage of our "free lift" of electros.

New England Division.

Our watchword for the last week in August has been "Hustle." Hustle to get reports out in time! Hustle to take inventory promptly! Hustle to start the new year without any hand-caps.

BRAINS

There is always a "boom" in brains; cultivate that crop.—
CARNegie.

work on—get your share of their assistance.

The benefit of the route sheets are never so great as when they are in this office Thursday for the next week.

Mr. Charles Tucker, foreign representative, has returned from a successful trip.

H. D. WHITLESSEY,
Mgr. Eastern Div.

Canadian Division.

Fall varnish orders are coming in very briskly and the impetus given to S.W.V. is very gratifying.

Mr. Richardson spent a day with us during the past month.

Mr. Lowels, of the Newark factory office, called on us while on his holiday.

Good progress has been made on our new buildings since last month. The weather has not been very favorable, but every effort is being made to complete the work by the specified time.

New England Division.

Sales have held up splendidly through the entire month. The varnish sales especially have been "booming." It appears that this will be the beginning of a fast race for varnish honors. We have two

months ahead of us and the contest is still open to all. The brush-keeper will be a strong talking point with painters. Use it.

The agents are not taking hold of the Fall Property Owner work as they should. The representatives can get in good work here by reminding old agents that we can aid them in increasing their sales. A few brief

South-Western Division.

We regret to state that, owing to ill health, Mr. James G. Welland has not been able to return to his territory since our local convention. At this writing we are pleased to say he is much improved, and we look forward to his speedy recovery.

Fall business has certainly started in with a rush. In fact it looks like spring on our shipping floor.

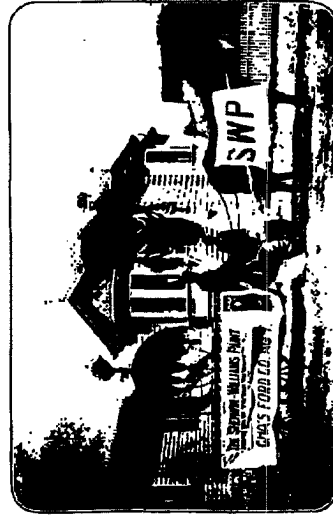
Some of the representatives have already used up one order book for the brush-keeper. This shows the feature is taking hold fast. Don't overlook the brush-keepers.

"Car-load" Harris is in with another car for Kansas. He has them running now on schedule time, six weeks apart.

Mr. Tovell Marston started the Fall Campaign with a car-load for Texas.

Mr. W. W. Walton, we are pleased to report, is back to work once more. Among his first orders is one for 180 gallons of varnish.

F. F. MYERS,
Mgr. S. W. Div.



Ford used by Chas. Ford Co., S. W. P. Agents at Watsonville, Cal., on July 4, 1903.

DEPARTMENT NOTES.

Trade Sales Department.

Record of New S.W.P. Agents.

Good gains have been made during the past month. The results show that throughout the whole country advantage is being taken of the special opportunities afforded by the Fall Campaign to establish new agencies.

The proposition we have to offer new agents this fall is sound in every respect and the contest now well under way should pass the record of previous years.

The division offices will help land the B. P. A.'s with special promoting letters. Keep them supplied with names.

The record now stands:

Western Division, **65 new agents**,
W. H. Kane.
Central Division,
I. M. Benedict.
Pacific Division,
G. G. Mowat.
Canadian Division,
Geo. E. Boomer.
New England Division,
G. L. Vasegatt.
Eastern Division,
J. P. Minetree, Jr., **26 new agents**.
J. P. Minetree, Jr., **26 new agents**.

Leaders in Floor Finish Sales.

Eastern Division,
H. T. Sheldon.
Canadian Division,
R. Johnson.
New England Division,
F. B. Hare.
Western Division,
C. S. Wheeler.
Pacific Division,
G. G. Mowat.
Central Division,
A. D. Joyce.

Record of Agents Using P.O. Letters.

Never before have agents given

such hearty co-operation during the fall months in promoting property owners. The representatives are awakening to an appreciation of the value of the "personal letters" in making fall paint sales. No better work can be done. The contest has started well and promises to be a live one throughout.

The record of the percent of agents using P. O. letters from July 15th to September 1st:

Southwestern Division,
I. E. Bremberg, 46%
Eastern Division,
S. G. Pollock, 37%
Central Division,
Geo. E. Branham, 29%
Western Division,
R. E. Sonquist, 29%
New England Division,
R. P. Mansfield, 18%
Canadian Division,
George E. Boomer, 15%
Pacific Division,
Report not in.

Record of Increased Sales for August.

Record of per cent of increase of sales for August 1903 over August 1902 reads as follows:

Southwestern Division,
F. C. Harris, 404%
Central Division,
Carl Oppertman, 229%
Western Division,
W. H. Kane, 198%
Eastern Division,
W. H. Forman, 165%
Pacific Division,
C. E. Felch, 78%
New England Division,
A. J. Horton, 62%
Canadian Division,
J. J. Harkness, 41%

Varnish Sales Department.

Leaders in General Varnish Sales.

Our thanks and congratulations are due to the managers and representatives of the various divisions for the great work which was done during August. The fact that the brush-keeper and the special fall terms are popular and successful propositions has been proven to the satisfaction of all. The contest has become so close that no one has a cinch on any prize, and any man who stands still will surely lose out.

The Southwestern Division, with Mr. Anderson at the head, still leads and Mr. Dyson has greatly strengthened his position as leader of general varnish sales in the Western Division, while Mr. Whelan has made an equally strong gain in the Canadian Division.

Mr. Benedict has outfooted Mr. Vance in the Central Division and secured first position.

The leaders are:

Southwestern Division,
1st—J. W. Anderson,
2nd—S. P. Moore.

Western Division.

1st—Geo. E. L. Dyson,
2nd—R. E. Sonquist.

Canadian Division,

1st—J. J. Whelan,
2nd—D. G. White.

Eastern Division.

1st—W. D. Peyton,
2nd—W. H. Price.

Pacific Division,

1st—E. T. Parsons,
2nd—C. E. Felch.

Central Division.

1st—I. M. Benedict,
2nd—J. H. Vance.

New England Division,

1st—R. E. Ketchum,
2nd—A. J. Horton.

Leaders in Kopal and Excollo Sales.

As mentioned last month, Mr. Sheldon's position as leader in this contest was in serious danger and Mr. Hommel has passed to the front leading the Western Division into first place. Mr. Mowat is so close at hand that the present leaders will have to hustle to retain their positions.

The list reads:

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

Leaders in Mar-not Sales.

All sorts of records have been broken this year, and the Mar-not contest is not behind in the record-breaking performances.

Mr. Wheeler has led the Western Division into first place by an eye-lash finish with Mr. Horton, while Mr. Sheldon has dropped back to a close third. The first four are so close together that any one may show a head in the next heat.

Western Division.

C. S. Wheeler.

New England Division.

A. J. Horton.

Eastern Division.

H. T. Sheldon.

Central Division.

A. D. Joyce.

Southwestern Division.
J. G. Welland.
Canadian Division,
J. E. Auger.
Pacific Division,
G. G. Mowat.

Leaders in C. & M. Varnish Sales.

Mr. Hills still maintains his lead and has further strengthened his position.

Central Division,
N. E. Hills.
Eastern Division,
L. R. Rogers.
Canadian Division.
R. C. Misson.
New England Division,
L. W. Barney.

Several divisions have made most remarkable strides in their total sales of varnish during August and have made extensive use of the brush-keepers. All divisions have shown a remarkable percentage of gain and it is up to the representatives to fall into line and place the brush-keepers where they will do the most good. It is absolutely certain that the divisions which place the most brush-keepers will eventually become the largest sellers of varnish, for the painter is the heart of the whole situation, and when we have him with us it is S. W. V. that will be sold.

L. J. FASQUELLE.

Mgr. Varnish Sales Dep't.

Manufacturing Department.

We have been so absorbed with inventory work for the last two weeks that I have been unable to devote time or attention to preparing Manufacturing Department notes this month.

I am very glad to say, however, that the inventory work is much further along than it has been at this time in other years. This is largely due to the generous co-operation we have received from all of the houses in sending in their inventories promptly.

The sheets from the Western Division were first to arrive again this year. Those from Minneapolis came in first, reaching us on the morning of September 2. Chicago's inventory sheets were received in the afternoon, and those from San Francisco and Kansas City in the evening of the same day. Newark and Boston inventories arrived

on the morning of September 3. The Cleveland factory did so well that we had our own inventory all taken by the evening of August 31, and pretty well out of the way before the others were received.

Our office staff has risen to the occasion splendidly, and with the aid of comptometer experts, who are doing the extending, we now, on the 5th of the month, have all of the hardest part of the work done and the end close at hand and I anticipate no serious delays. This is a remarkably short time and has been accomplished only through the greatest efforts of those who have been associated with the work. For this effort I wish, through THE CHAMELEON, to thank every one who has helped us through this tremendous task.

W. R. SIEPLEIN,

Ass't Gen'l Superintendent.