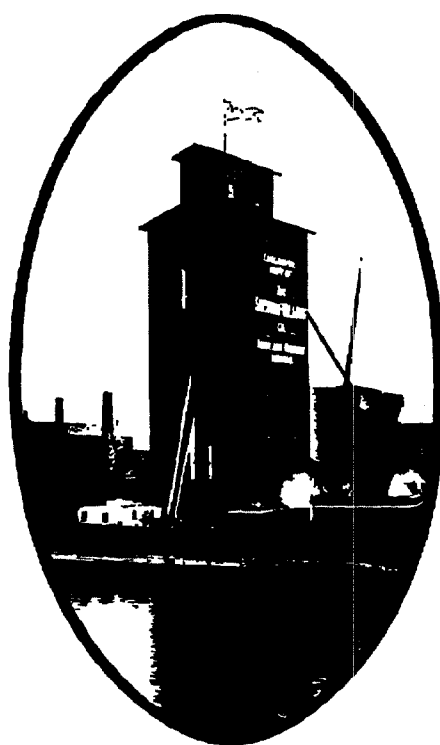




The Chameleon

October, 1902
Volume V Number 10

The Chameleon.

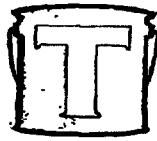
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THE SHERWIN-WILLIAMS CO.'s loyal staff

Vol. V.

OCTOBER, 1902.

No. 10

1903 TO BE THE GREATEST EVER.



THIS was the keynote of the June Advertising Meeting. Since that time we have been busily engaged with plans for the accomplishment of that aim.

On November 3rd. we shall open our Annual Convention at Cleveland, when the plans we have prepared will be presented and further developed. After that we shall begin in earnest a campaign which we are determined shall eclipse all our former successful efforts.

We have under way now the most extensive additions to our plants that we have ever undertaken. We had hoped to illustrate and describe in this number of THE CHAMELEON the work that is being done, but shall have to postpone the information for a later number, as it is impossible to prepare it properly for this issue.

The additions comprise a new color plant at Chicago, which will be the largest of the kind in the country: also a large warehouse and office building, and a new power plant at the same place. At Newark we are almost doubling our capacity by the addition of a new wing to the present factory building. At Cleveland we shall install new paint machinery in the present color factory, which will be moved to Chicago. At Montreal, we have purchased a large piece of property adjoining the Varnish Works, where we shall erect an entirely new plant for the Paint Works, as we have entirely outgrown our present location. At Kansas City we are having erected for us a large warehouse and office building, which will be the headquarters of the new Southwestern Division.

These extensive undertakings, which involve a large outlay of money, demand a very considerable increase in our sales to insure the results necessary to their success. They are proof of the confidence we feel in our business and in the ability of our staff to maintain the rapid expansion which has been so much in evidence during the past few years.

The facilities for output being provided, I fear not that the sales department, whom we have never called upon in vain, will turn in ample business to keep all the wheels moving, and it will surprise me if before the end of another year we are not engaged in new plans for still further extensions. We are only beginning to realize the strength that is within us, and it will be added to by each year's experience so long as we continue to strive as at present to excel in all that we undertake. 1903 is safe.

General Manager.

A Department to Build up the Varnish Business.



THE Varnish Department, a new department, has been created and Mr. L. J. Fasquelle has been appointed manager of it.

We have been making such enormous strides in varnish sales and the field presents such limitless opportunities for development, that in order to go after the business properly it was deemed advisable to create a separate department for the purpose, and to place at the head of it a man who could devote all his time and thought to it.

Mr. Fasquelle is peculiarly fitted for his new position. His work in the field has been attended with more than ordinary success and his familiarity with the trade in general and the close thought he has been giving to varnish selling conditions give him a ready insight into the work and enable him to enter upon his new duties fully prepared to carry on a successful varnish campaign.

There's plenty of encouragement in Mr. Fasquelle's promotion for other workers in the ranks. Mr. Fasquelle won his advancement by meriting it, by hard and conscientious effort, and by taking advantage of every opportunity that would increase the business of the Company.

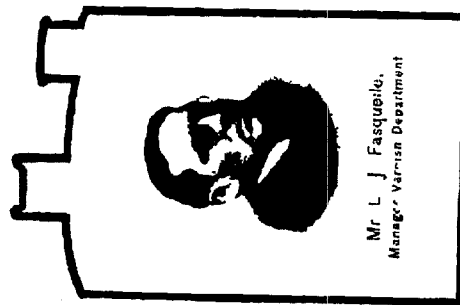
His success is not due to any one thing in particular. It is owing entirely to watchfulness of small things, to doing whatever he had to do to the very best of his ability, to a keen interest in his work, and to keeping always an eye on the place at the top.

At the last advertising meeting he succeeded in capturing two good prizes—one for the best and most

complete paper, and the other for special suggestions for increasing our varnish business. He has been leader in new agents in his division many times; at present he leads in Kopal sales for the entire Company, and is also at the top of the list in Varnish sales in the Central Division. These are the sort of records that win promotion.

His connection with the Company began ten years ago as traveling representative in the Eastern Division. Since 1897 he has been covering territory No. 1, embracing part of Michigan. He assumed the duties of his new position on the 15th of October and will have headquarters in Cleveland.

Mr. Fasquelle we are sure will have the loyal and hearty support of every one in the Company, and under his guidance we expect to see the Varnish sales grow at a healthy and vigorous pace.



Mr. L. J. Fasquelle,
Manager Varnish Department

Good Words From the Road.

S. W. P. a Winner.

Some two or three years ago I sold Mr. E. B. Mitchell, of this city, the paint for his house, probably the finest house in Allen county. It was the first job I sold in this place, and I sent you a photograph of it last summer. I sold him the paint this afternoon to repaint it: not because it was suffering for paint, but because he wanted to brighten things up a bit about the place. He didn't want anything else but S. W. P. E. S. BLANCHARD.

S. W. P. Helps Sell S. W. V.

At the time of my last visit to Odeholt, Ia. I was introduced to a retired farmer who happened to be in our agent's store. I don't recollect the farmer's name, but he informed me he had used S. W. P. on all his property for the past 10 years, and when he found a varnish with the S-W. name on it, he was more than willing to try it, and found it gave the same satisfactory results as our paint. He also tried a quart can of Oak Floor-lac, which resulted in his returning the following week for two gallons more. He concluded by saying, "I do not care what it is, if it is made by The Sherwin-Williams Co., I will back it against anything on earth."

J. P. GREENE.

Aluminum Paint Displaces Aluminum Leaf.

When I called recently on Mr. S. H. McCracken, Master Car Painter of the Henderson route, he said: "Our Aluminum Paint is the finest ground, and spreads the best of any. We have done away with laying aluminum leaf on the passenger coaches, and use your Aluminum Paint for striping altogether. I have done some lettering on engines with it, too. Recently we made a requisition for yours

and the purchasing agent sent us another make, and it was ground so coarse we had to return it.

S. H. ROBINSON.

The Value of a Test.

When I went to work for the Company in January, I called on the San Antonio Traction Co. and endeavored to get them started on S-W. products. The painter said he knew we had good paints and varnishes but he was using other colors and they gave him good satisfaction. I told him I didn't expect to see a painter of his ability and knowledge using anything that was not giving satisfaction, but I could sell him something that would suit him better. He said, "Of course that's what you say, because you are paid to." I then told him we would much prefer having him say from his experience with our products what he thought of them, and that we would send some samples for him to try.

We did this, but he didn't make the test until a short while ago. One car was painted with our colors and put out in the weather. One other was painted with colors of another make and kept in under cover, and our goods showed up the best. The other turned darker and looked dead when the varnish was put on, while ours merely took on a high gloss and looked even brighter.

As a result of this test The San Antonio Traction Co. expert to use nothing but S-W. goods when they use up what little of the other they now have on hand.

The painter and master mechanic now admit that although they were satisfied with the colors they had been using, they do not think they are in the same class as ours.

TIMOTHY MARSH.

The Twenty-second Annual

THE Twenty-second Annual Convention is to be held in Cleveland the week commencing November third. Preparations for it are going ahead with unusual vigor and we expect this convention to be the most enthusiastic and most profitable we have ever held.

It ought to be. The past year has been a tremendous one for us from every point of view and each one of us ought to come to this convention with a pardonable pride in our share in the good work that has been done, with overflowing enthusiasm in the bright future before us, and with a strong determination to profit by what we learn so as to be prepared to smash the records again in 1903.

The plans for the coming year's work are very extensive. Each division, each department in the Company is laying lines that will carry us shouting over the breastworks and into the enemy's camp. Never before were we so well prepared or so well fitted to fight a winning fight, and with the right sort of work we'll certainly make 1903 the greatest ever.

The convention will start the cam-

paign in the right spirit. Its purpose is to bring us closer together, to weld us into one huge battering ram, so we can go into the field and work together with an unconquerable unity of purpose that will sweep everything before it.

We want every man to come to the 1903 convention brimful of ideas, determined to give us his help to begin the year right. We depend upon the workers in the field to place us in close touch with conditions as they exist, and we shall be much disappointed if each man hasn't something helpful to suggest. Come each and every one of you ready to help us with your advice, ready to learn from one another, ready to benefit by what you may learn. Come prepared to make this convention the greatest in the history of the Company. We'll welcome you all most heartily.

The convention committee is made up as follows: Mr. W. H. Cottingham, chairman; Messrs. J. C. Beardslee, Geo. W. Ford, Geo. A. Martin, A. E. Schafer, E. M. Richardson, E. A. Wood, E. M. Williams, Harry Dwight Smith.



A New Division Established.

THE trade in the West has been growing at such a rapid rate that in order to look after it more closely and to develop still further the splendid prospects the field holds forth, we have established a new division, to be called the Southwestern Division, with headquarters at Kansas City, Mo., and a depot in Texas soon to be established.

The Southwestern Division will embrace the following territory: 'The states of Kansas, Missouri, Arkansas, Texas, Colorado, Utah, Indian Territory and Oklahoma, parts of Nebraska, Wyoming, Idaho, New Mexico, Louisiana, Mississippi, Tennessee, and Kentucky.

Mr. F. E. Myers, formerly representative in territory fifty-two, has been promoted to management of the new division.

The success of Mr. Myers in winning this splendid recognition is due to hard and persistent work, to the splendid manner in which he has always handled his territory, to an intelligent and continuous use of the Promoting Department, to a proper appreciation of the value of his town reports, and to special qualifications he has displayed for directing the work of others. We believe he is just the man for the place.

Mr. Myers was born in the city of York, England, where he received his education. At 21 years of age he moved to Toronto, Canada, with his parents; entered into the manufacture

of stock food, in which business he was engaged for some ten years, gaining a great deal of valuable business experience. He served his time in the factory, on the road and in the office, a very large portion of his time being spent in the active office management and in the management of the sales department. A force of twelve traveling salesmen was in his charge for a number of years, and he was very successful in building up a good paying business with a productivity in every sense of the word.

Two years ago this October he came with The S-W. Co. as a representative, taking territory No. 52. He has traveled in Texas ever since he came with the Company, and has covered practically every part of the state.

Mr. Myers' office and road experience fit him splendidly for the new position he is to take. He is a great believer in high quality; is very enthusiastic, yet conservative; is earnest in his work and holds high principles. He is level-headed and a man of sound judgment. He says there is only one combination that will win out; that is patience, perseverance, and hard work backed up by character.

The creation of the Southwestern Division marks another step in the onward march of the Company. It strengthens our selling organization and places us on a better footing with our western trade. It more firmly establishes us in our position as the



Mr. F. E. Myers,
Manager Southwestern Division

largest paint and varnish makers in the entire world. It means that there will be no let up in our "cover the earth" campaign. It means greater possibilities for all of us.

Something About the Purchasing.

BY L. M. WILLIAMS

THE fact that quality has been, is, and always will be the first consideration of the Manufacturing Department, makes it naturally the dominant factor in the purchase of our raw material. Were this fact fully realized by all our customers, and by those whom we should like to count as customers, a long stride would be taken toward an end which we are very desirous of reaching—the end of the put-in—nothing-good-and-charge-a-big-price man.

Did this man appreciate the time and expense to which we go in order to provide ourselves with the best the market affords in the line of materials for the manufacture of paint, and the eagerness with which we jump at a discovery of something better than we already have, the scales would fall from his eyes, and he would emerge from the darkness of low quality into the bright light of high quality and progress.

"Something just as good at a lower price" and "something better at the same price" are maxims of most purchasing departments. But the Manufacturing Department is so grasping, that when something better shows up we usually have to have it, even if it costs more—unless, of course, its cost is enough greater to render prohibitive the selling price of the article in which it is used.

All the energy of the Purchasing Department is directed toward ob-

In a future number of THE CHAMPELION we shall give further details of the organization in the new division, and shall show photographs of the new building in Kansas City.

Something About the Purchasing.

BY L. M. WILLIAMS

taining in the materials we buy, good value for our money, and this energy and good value are not lost or wasted, but go directly into the manufactured product.

In this endeavor we are greatly assisted by the size of the Company and its high position in the paint and varnish field. For, just as our reputation is of great assistance in the selling of goods, so it is in the buying. When a man has something to sell which he considers good, he naturally turns for customers towards those whose business promises to be the largest and most satisfactory; and if successful he has at once, thereby, a good recommendation and advertisement for his products. Thus we are continually in receipt of samples from all quarters and are in the most favorable position to examine promptly into all new materials which come into the market.

A great deal of time and labor is expended in the examination of these samples, but it is well worth while, for whereas mine will prove to be worthless, perhaps the tenth will be of value to us. A truer proportion would doubtless be twenty or thirty to one, for our standards are now so high that it is rarely we can better them.

"Eternal vigilance is the price of safety" in ordering goods and it is very necessary to keep tight lines on each order so that it will be delivered to us as promptly as possible. To

secure this we have a very effective follow-up system.

With each order is enclosed an acknowledgment blank to be filled out and returned, stating the date on which shipment will be made. If the order is not forwarded on the date promised, we send another and different return blank, and so on until the order is filled. By means of this "tickler" system no order can get away from us, although there are always a great many outstanding, nor can those of whom we buy fall asleep, for they are being constantly reminded that we want prompt shipment.

But promptness in ordering material and watchfulness in seeing that it is forwarded with despatch, are of no

News of the Linseed Oil Department.



THERE has been a change in management in the Linseed Oil Department. Mr. William Bulger, succeeding Mr. J. W. Daniels, who resigned to re-enter business for himself.

Under Mr. Bulger's guidance we expect our linseed oil business to develop rapidly. He has had much experience in the manufacture and sale of linseed oil and is well fitted by past training and peculiar ability to make his department a powerful factor in the greater growth of the Company.

Before coming with the Company, Mr. Bulger was connected with Wright & Hills, Chicago, large crushers of flaxseed, as secretary and manager. He began his career with that company in the position of bookkeeper, but through hard, persistent work and marked executive ability soon won for himself promotion to the important post he held later on. He is progress-

ive and ambitious and is already thoroughly imbued with the genuine S-W enthusiasm. He believes firmly in high quality and is determined that his department will always maintain the high standard set by the Company.



Mr. William Bulger,
Manager Linseed Oil Department

Although the linseed oil mill has been in operation for some time, we are not yet able to enter the open market, our present facilities being taxed to the limit making all the oil we use ourselves. We believe it won't be long before the plant will have to

be increased considerably. We have plenty of room to grow, extra ground space and power having been provided for a plant twice the size of the existing one.

The mill at the present time is full of life and energy. Every press is going and there is a business-like spirit of hustle pervading the whole

establishment. The first boatload shipment of flaxseed was delivered from the northwest on September 30th. Before that time the seed was received in boatload shipments.

A visit to the mill will be a very interesting and profitable part of the factory inspection trip during the convention.

Flies in the Ointment.

BY S. P. PENN.

It may be mighty good ointment, but a fly can spoil it.

The distinction between essentials and non-essentials whether in business, morals or religion, is always a matter of uncertainty in the minds of men. It is determined often after the bent of previous education rather than from any special neglect or prejudice.

There are many persons in the world, and we have all seen them, who never seem to break any of the ten commandments or commit any tremendous sin, and yet, who are so continually mixed up in little and disagreeable sins that they have the faculty of making others uncomfortable if not themselves, and we are forced to wish that they would come out and do something boldly, and tangible, and for which they could be called down vigorously.

The little foxes spoil the grapes now as much as they did in Bible times.

A salesman can sell goods after the most approved fashion but a mischievous habit or a bad method spoils him.

An office man can do a lot of work but the dust of ages is on his tools and papers, and his desk looks as if it had been struck by lightning.

A cashier—yes, and treasurer too—can have things right to a cent, and

can be hanked on, but the proper tracing records be wanting.

A bookkeeper can strike a balance first time, but his ledger cards look as if they had been slept on.

An office boy can be good at errands and work well, but will walk over a piece of paper on the floor a dozen times, pass a door that should be shut, again and again, and let a screw go loose 'till it is lost that could have been tightened by a simple turn of the wrist.

A stenographer—well—we are obliged to confess that the young ladies will discount the young men two to one in keeping things in good order.

It is easy to see how a fly can spoil the ointment in all these matters. To see ourselves as others see us can never do any harm. A stranger can see twice as much as one who comes and goes every day.

Some of these ideas are prompted by my occasional visits to the different offices, and in the year past I have been in most of them once at least. The varying degrees of thoroughness exercised cannot fail to attract attention.

Twice in the day, I take it, one can judge best of these matters. Once, when every one is busiest at work, and again when the office is empty.

I venture the following suggestions as to the first:

Loud conversation should be ruled out. Dictation should be heard only by the stenographer. There should be no calling across the office. No one should have desk room for papers that the filing clerk should get and put away. There should be no talking except on business matters.

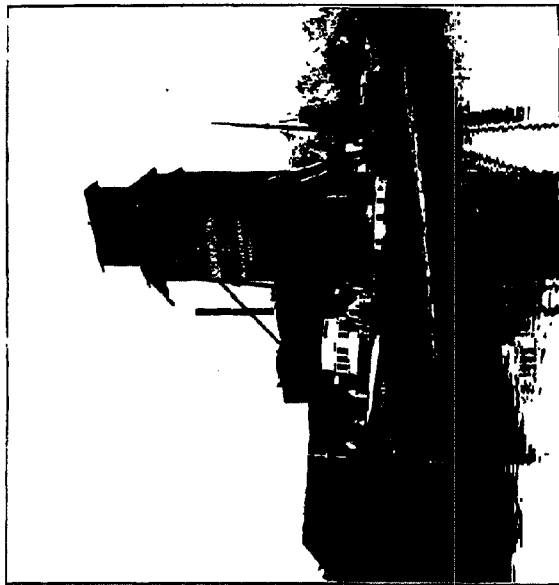
To the second: Desks and drawers should all be closed; chairs in place close to the desk. No papers or magazines should be in sight, wrapped or unwrapped, except in the place provided for them. Filing baskets should be empty; litter baskets also, and in the proper place. Pens, pencils, and blotters in racks provided for them. There should be

no soiled desk blotters, and so on. Let these be right and other things can hardly fail to follow. System and method should be evident as well in these as in more important things.

The result of observations this last spring was to the following effect: The Canadian Division showed the cleanest and neatest ledger work; and in the Western Division, was evident the best and most thorough plan for handling accounts in process of collection.

In the general appearance of offices both in and out of working hours, it is more difficult to draw the line.

Improvement can be made all around, and possibly these suggestions will cause some things to become essential which have hitherto been thought otherwise.



Unloading the first boatload of flaxseed at the marine tower
Linseed Oil Dept

DIVISION NOTES.

Central Division.

It is a good thing for us to get away from the idea that spring is the only time to establish new agencies. The Central Division started 26 of them during the month of September, and our representatives who present the matter rightly seem to find heaters with more leisure time to listen and to consider our arguments than in the crowd and hustle of the early spring. What may seem more strange is the fact that the average number of gallons in first orders is fully up to the yearly average to date. (Go for the fall new agencies!)

In spite of unfavorable printing weather during the last three or four weeks, orders have been much more liberal than we expected, and figures as compared with other years at this season show exceedingly satisfactory gains. The week ending October 14th was a record breaker for landing new agents. We added twenty new ac-

Western Division.

Mr. W. H. Cottingham spent the week of September 20th in Chicago.

The entire Western Division unite in a most hearty welcome to Mr. Martin on his return to Chicago.

The postal inquiry cards on Aluminum Paint and Shove Pipe Enamel mailed with the October issue of THE S. W. P. have brought us many inquiries regarding these lines.

Railway sales are still on the increase. Some very large orders were received during September from several of the principal Railway and Street Railway Companies.

DIVISION NOTES.

Central Division.

counts, many of which resulted from the requests for follow-up work among property owners received early in the season.

Don't forget to send in a good list of barn owners' names with each order for C. B. Red.

Think many of our representatives may have overlooked or forgotten the special poster for display on new buildings. This is a particularly good season of the year to use this advertising. We should like to see it displayed on every new building going up in each territory.

The Promoting Department has made several additions to the office force, which will enable it to give representatives still larger assistance and place it in much better shape for next season's campaign. Mr. C. E. Carter will be correspondence clerk and L. Beach will be in charge of the card index.

Western Division.

We are pleased to note the increased interest among our representatives in the sale of Shell Goods. Orders are larger and more lines are ordered than formerly. Keep up the good work. It will help make 1903 a banner shell goods year.

There is still a month and a half in which to compete for the year's record of new agents. We hope each representative will let the Promoting Department do what it can to work in a special way on his best fall prospects. In cases where you cannot make the town before November 1st, let us write letters and help you get "the 1st order" by mail.

We are busy preparing our new territorial lists and will have them ready for the salesmen by November 1st. They have been carefully compiled according to ideas given us by the representatives and will surely be the right kind of material with which to make the spring campaign "a hummer."

Judging from the numerous orders

Eastern Division.

The fall campaign is at its height, carrying with it the strongest individual work on each territory which any fall campaign has ever seen.

We are delighted to see a marked improvement on the part of each salesman in driving harder and harder for new business.

Our record of mail orders is holding up to the top notch and indicates a healthy trade condition among our valued agents and customers.

Some of our staff have made decided hits through work with their agents in special fair display advertising.

Commonwealth Barn Red is selling like hot cakes and will soon hold the lead in this class of material.

Mr. B. C. Kelson has been appointed to the position of Chief Clerk of the Eastern Division.

Canadian Division.

First notch in the post for 1903: Reports for the month of September show a decided increase over the same time last year and our sales at this rate will overreach our expectations by the end of the current year. Our representatives are to be heartily con-

coming to us from all directions for Commonwealth Barn Red and Enameloid, we are realizing all and even more than we had anticipated on these two new lines. The representatives have sent us a great many orders for these products from new customers, which is certainly proof that they are excellent entering wedges for the entire line.

Eastern Division.

Mr. H. A. Waterman succeeds Mr. W. H. Wilson in New York City work.

Mr. Lewis R. Rogers is looking after our interests in Mr. Minetree's territory during the latter's absence owing to ill health. We have encouraged reports which lead us to believe that Mr. Minetree will be "up and at 'em" on his old stamping ground in the very near future.

Mr. Rogers will be identified with the C. & M. work in this vicinity as soon as Mr. Minetree is able to return to his work.

The "Six Big Varnish Specialties" are coming to the front with Enameloid making a sure place for themselves among the trade.

The latest news from the cables leading to foreign lands is: "more S. W. P."

We had the pleasure of a visit from our President, Mr. H. A. Sherwin, last month.

Division.

gratulated on the results of the first month's work.

The two new lines namely, Enameloid and Commonwealth Barn Paint, are going to be winners in this Division. Orders are coming in very

nically and all our travelers report a bright outlook for these additions to our catalogue. The attractive color cards and posters are sure to bring good results.

We had the pleasure of short visits from Messrs. Cottingham and Beardslee during the past month.

Toronto Depot.

Mr. W. H. Cottingham, General Manager, passed through here on his way to Montreal, Friday night. Sep-

New England Division.

The season has opened splendidly. We have had a busy month, with handsome returns. If we can keep this up until Nov. 1st, we shall be so much farther ahead at the beginning of the spring campaign.

Representatives! Each man has a fighting chance on Varnish and Kopal records; do not let up before Nov. 1st. Special work with the painters was done this fall to help the agents and also to help you. If this work is followed up in the different towns you are in, you should secure some excellent Varnish orders. Also, do not forget the record to be made on Flour Finishes.

The work done with the property owners has been very satisfactory this month, but we are not getting half, nor quarter the names we should get. The agents evidently do not re-

Pacific Division.

The first month of the new year has been a good one with us, drawing nicely away from last year's figures and promising much better things ahead. The good, persistent fall campaign work of the salesmen is swelling our Varnish sales into something like proper proportions.

A "corking" order on Enameloid

tember the 5th. We were also glad to see the manager of the Canadian Division, Mr. C. C. Ballantyne, and also the following representatives: Messrs. C. A. Thomas, J. J. Harkness, R. C. Visson, R. Johnson, W. S. Fallis, J. W. Ward.

Mr. W. R. Steplein, Assistant General Superintendent, Cleveland, also spent a half day with us lately. We were extremely glad to see him after his long absence.

Mr. W. R. Steplein, Assistant General Superintendent, Cleveland, also spent a half day with us lately. We were extremely glad to see him after his long absence.

All special work on B. P. V.'s and B. P. C.'s is finished for the fall, so that we can continue the regular promoting work with these two classes of trade. Let us help you keep in touch with the best possibilities on your territory.

Two new representatives, Mr. Aubin J. Horton and Mr. J. A. Murray, have been added to our force, making the number now on the road eight. Mr. Horton is to work the territory formerly taken care of by Mr. Hatfield, and Mr. Murray will travel in Western Massachusetts. We wish them a very successful year.

was sent in recently by Mr. Mowat. It amounted to 180 gallons assorted in half pints, pints, quarts, half gallons, and gallons. Congratulations to Mr. Mowat are in order.

Southern California Depot.

Mr. Parsons has been with us for a few days, busy with his many Railway friends here.

DEPARTMENT NOTES.

Trade Sales Department.

Record of New S. W. P. Agents.

As the year begins to near the close the fight for new agents is being waged with renewed vigor. Good gains have been made in all divisions during the past month. The record for the year to date is as follows:

Central Division.
1st—M. Benedict.
Western Division.
R. H. Baum.
New England Division.
Ralph F. Ketchum.
Eastern Division.
S. G. Pollock.
Canadian Division.
R. Vincent.
Pacific Division.
Geo. G. Mowat.
84 new agents.
64 new agents.
53 new agents.
42 new agents.
33 new agents.
30 new agents.

Leaders in Flour Finish Sales.

There has been no change in position since last month, the record which follows being the same:

Eastern Division.
H. T. Sheldon.
Canadian Division.
D. G. White.
Western Division.
J. P. Greene.
New England Division.
F. B. Hare.
Pacific Division.
Geo. G. Mowat.
Central Division.
L. J. Pasquelle.

The Leaders in Varnish Sales.

This record also remains the same as last month.

Canadian Division.
1st—W. S. Fallis.
2nd—Robert Johnson.
Central Division.
1st—L. J. Pasquelle.
2nd—H. B. Pruden.

Pacific Division.
1st—Geo. G. Mowat.
Eastern Division.
1st—H. T. Sheldon.
2nd—F. C. Jonnison.
Western Division.
1st—John P. Greene.
2nd—Joseph F. Honnied.
3rd—W. W. Wallon.
New England Division.
1st—J. W. Barney.

The Leaders in Kopal Sales.

The leaders in each division remain the same, except in the Western, where Mr. Greene has passed Mr. Honnied.

Central Division.
L. J. Pasquelle.
Pacific Division.
Geo. G. Mowat.
Eastern Division.
H. T. Sheldon.
Canadian Division.
W. S. Fallis.
Western Division.
J. P. Greene.
New England Division.
L. W. Barney.

The Fall Honor Men.

The first month of the fall campaign shows up splendidly in results and congratulations are due all the representatives. Keep up the pace and the fall record will exceed our highest expectations.

The leaders in each division in new agents for the month of September and in Kopal, Varnish, and Flour Finish sales are:

Fall Leaders in New Agents.

Central Division.
L. J. Pasquelle. 5 new agents.
Western Division.
R. H. Baum, 4 new agents.

Fall Leaders in Varnish Sales.
 Eastern Division. **3 new agents.**
 J. P. Minette. **3 new agents.**
 W. H. Price. **3 new agents.**
 New England Division.
 F. B. Hare. **3 new agents.**
 R. F. Ketchum. **3 new agents.**
 I. B. Wells. **3 new agents.**
 Pacific Division.
 G. E. Wise. **2 new agents.**
 Canadian Division.
 R. W. Johnson. **1 new agent.**

Fall Leaders in Kopal Sales.
 Central Division.
 I. J. Pasquelle.
 Pacific Division.
 E. T. Parsons.
 Eastern Division.
 H. T. Sheldon.
 Western Division.
 J. P. Greene.
 New England Division.
 F. B. Hare.
 Canadian Division.
 D. G. White.

Railway, Street Railway, and Marine Sales Departments.

Railway.
 Business of this department for September shows 50 per cent. increase, a gratifying feature being that many more territories are represented than a year ago. Can this percentage be maintained? We are sure it can, and hope that everybody will do his share.

Metal Roof Primer is the name of a new first coating for metal roofs of passenger cars. These metal roofs.

C. & M. Sales Department.
 We want to ask all of the salesmen to come to the annual meeting prepared to inquire into any special goods we make, not only as to their general characteristics but also with regard to working quality and comparison with competing lines. Make your notes as they occur to you, and not only get

Our first month of the fiscal year showed a handsome gain all along the line and we are out for a high mark for 1903.

Mr. I. W. Barney, formerly trade sales representative in the New England Division, has been transferred to C. & M. work entirely in that very fruitful field. We are looking his way with confidence.

Since our last issue we have secured the contracts of the Milwaukee and Warder, Bushnell & Glessner Divisions of International Harvester Co. for Premier Non-Padding Red.

Are you looking up good carriage trade and other manufacturers *near*, in anticipation of getting their winter stock orders? Now is the time to do your preliminary work if you would make your next trip most productive.

We want to urge particularly upon all salesmen and managers to look carefully through all glass samples of Q. D. and P. M. colors. B. B. E., etc., and *bring here* with them to the annual meeting all duplicates, any in

Manufacturing Department.

Plant Number One.

The time and attention of the Cleveland Factory Office have been almost entirely taken up during the past month with the work of inventory and the Annual statistics. We are glad to have them completed but we have not yet caught up on the regular work.

We are certainly feeling the effects of the fall campaign. We have been shipping during the past month large quantities of stock to the other houses and have been very busy in filling orders for this division. Unfortunately it has been very difficult for us to get a sufficient supply of White Lead, and we have therefore been unable to get our maximum output.

had condition (not broken) and also any sets not in use or required in their work. Also bring in any empty cases that can be used again. Desiring to curtail the weight of the salesmen's outfit at every point possible consistent with efficiency, we are labeling our glass samples so that a single glass will suffice to show the color in the various classes of goods in which it is made, viz: Q. D., P. M. and Solid Rubbings.

We have had great difficulty in getting blank glasses sufficient for turning out enough newly painted and striped glasses, and as they are also expensive, we hope that special attention will be given to this request.

Managers should see that this matter has been given attention before they leave for the convention, and in case of any returns they should be carefully tagged so that the proper divisions may get credit for them. *Bring them, don't expect them—don't get broken.*

A. E. SCHAFER.

Plant Number Two.

The bi-weekly meetings of the Foremen's Club have been resumed, the first one of the season being held in the Club Room Monday, October 6th. The meeting was fully attended and matters of general interest were discussed at some length. We expect the meetings during the winter months to be brimful of benefit, and to result in many improvements in Plant Number One.

Plant Number Two.

It has been decided to defer the building of the "Club House" on Lake Calumet until the improvements on our shore property have been completed. We will then be in a

position to have a much nicer arrangement than was at first planned.

Plant Number Three.

We finished on August 31st. the largest year in the history of the Montreal Manufacturing Department. Taking it all around it represented an increase of nearly 50 per cent. over the preceding twelve months.

While engaged in the immense amount of figuring which closing of books, getting out annual statistics, and making up new cost figures entailed, we could not help wishing that the world would stand still for a little while. This wish could not be granted, however, but we succeeded in obtaining the desired results and had the satisfaction of completing the work on the same day as last year.

A further increase in output is made necessary by the constantly growing sales, and as increased capacity and greater facilities are not immediately available, the need can only be met by greater efforts in the directions that lie open. We are hopeful of being able to take care of next year's busi-

ness with our present premises, but cannot safely predict for a longer period.

We enjoyed the pleasure of a visit from General Superintendent, Mr. Beardslee, on September 29th and 30th. We still look forward to the time when he will pay us his promised visit of a week's duration.

Plant Number Four.

The first month of the new year has been one of continued activity with Plant Number Four. The output shows a substantial increase over the corresponding month of last year. Orders have been numerous and large and our facilities have been pushed almost to the limit. We will certainly do our share toward making 1903 the "greatest ever."

Work on the new building is progressing rapidly, the walls now being up to third floor level. With favorable weather, the end of the month will see the building under cover, and the interior work well under way.

