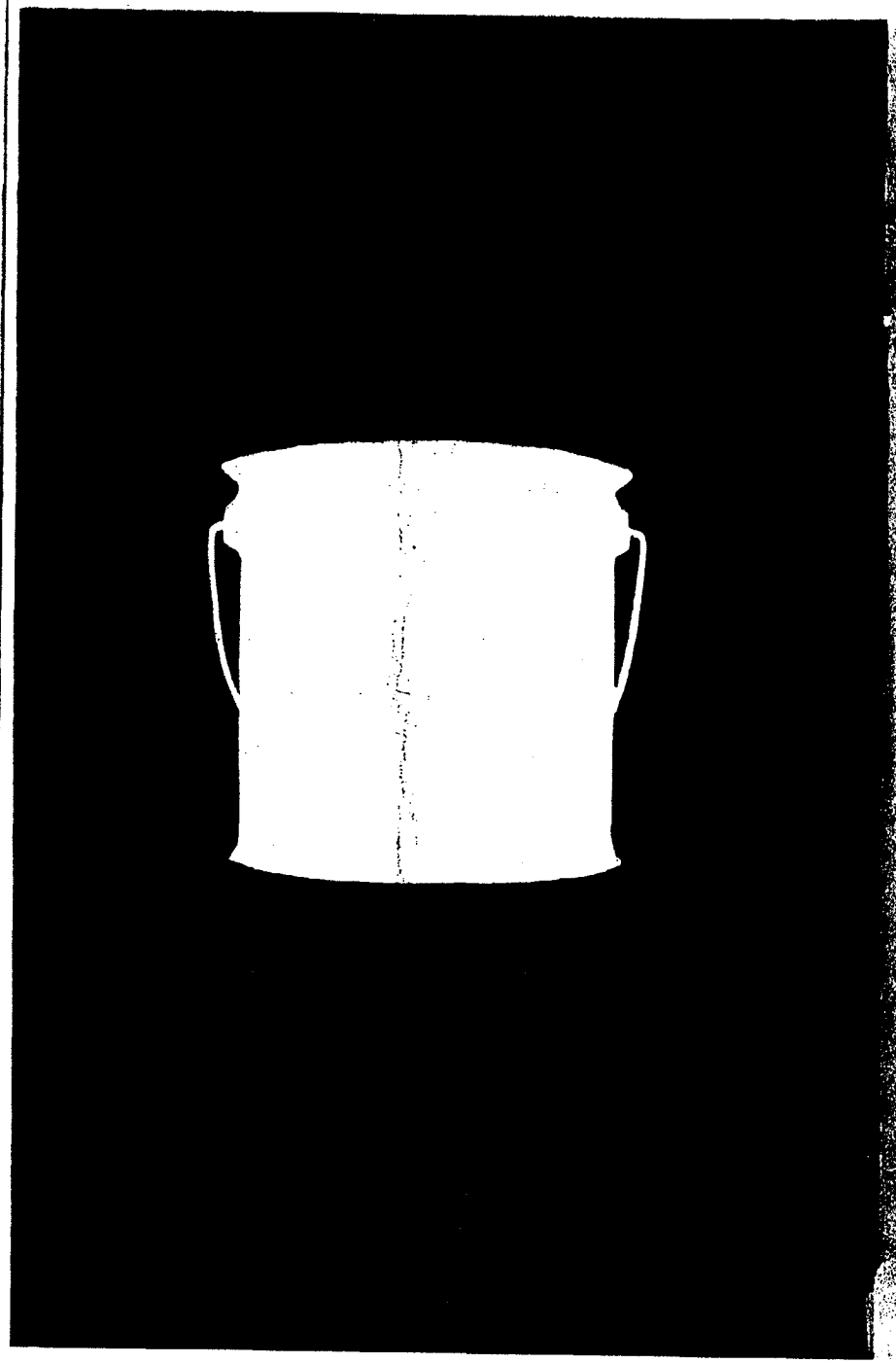

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The Chameleon.

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VOL. V. MARCH, 1902. No. 3

SOMETHING ABOUT THE FIRST HALF OF OUR BUSINESS YEAR.

BY WALTER H. COTTINGHAM.

THE month of February completed the first half of our present business year. We are great believers in statistics. Our system of reports is so complete and so comprehensive that a careful study of it enables us to keep in close touch with every branch of our wide-spread interests. These reports carry information that come to us daily, weekly, monthly and quarterly. As the year goes on they become more interesting, more significant and more vital.

The half year period is an important one. It is our custom at this time to go into matters even more thoroughly than usual. We are able to tell pretty well how we are going to come out on the year. Each Division, each Department and, I might say, almost every man is "sized up" at this time. We *weigh* well each report. They show the results. That's what we work for, that's what we *must have* and that's what we usually get—results: *improved* results. We are all judged by them.

The results for the half year are good. They are away ahead of any similar period and are just what we have worked for. In sales, the Trade Sales Department has made the greatest gains. Each Division has contributed handsomely. In percentage of gains they stand in the following order: Pacific, Central, Western, Eastern, New England and Canadian.

The C. and M. Department continues to make rapid headway, with large gains in every Division. The Railroad sales show good gains in three Divisions. Owing to the fact that every available car is now in service, the large roads are not able to do the amount of painting at present that they usually do, which temporarily effects this branch of the business in some of our older Divisions. In the Manufacturing Department each plant has been run to its full capacity and an improved showing has been made by all. It looks as if we would need every gallon and every pound of the extra output we so liberally provided for at the beginning of the season.

Many more new agents have been landed than ever before and many more orders booked. The record for the past six months is a fine one and we sincerely thank all who have contributed to it. But the *big* six—when the paint is used in largest quantities, is ahead of us. Our greatest opportunities lie in these months. Looking back on what we have accomplished in the first six months, causes us to entertain high hopes for the next six. And I don't think there will be any disappointment.

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"Strike while the Iron is Hot."

BY EDW'D. A. WOOD.

ANY blacksmith knows that after the intractable iron has been brought in the fire to a white heat it is soft and pliable and can be hammered or shaped at his will with the greatest ease.

I have sometimes wondered whether all our representatives realize the importance of this present season of red-hot trade through which we are now passing. It is by far the readiest time of all to enforce the claims of our goods and stamp the impress of our forcible methods on the agencies with which we come in contact.

It is doubtless true that many, perhaps most, of the B. P. A.'s on whom we call, have been by this time committed in a degree to other manufacturers, but as they see the approaching demand grow more and more encouraging on every side, there must be openings for "entering wedges" in some one of our various lines, where a start could be made to lay the foundation for future business. We can hardly imagine any stock so complete as not to offer one or more opportunities of this kind. The multiplicity of wants and the large variety of work in the busy Spring, make this emphatically "The Wedge Season."

Our hands are *full* of the wedges, let us not fail to slide them in with a good hard start and decisive blow.

Now is also the time of all others to impress our Agents with the importance of sign and paint exhibits in their stores, striking and individual window decoration, bringing everything to the front in the way of display and pushing everything in the line of work that would mark their store as the leading center of *paint interests* and *paint supplies*.

Everything which could be done at any other season has a tenfold interest and importance *now* and every moment you spend in an Agent's store is of tenfold value on this account.

It ought to go without saying that town reports should be more than ever filled to the brim with promoting suggestions, names of Architects, Property Owners, Hotels, Painters, etc. You can give us an opportunity in this way to surround our agencies with a whirl of "PUSH" that will open their eyes wide to the value of our facilities and our methods.

The days are imperative, the chances most encouraging, the season opportune. It is the latest and best chance of a life time. Let not a golden moment be lost.

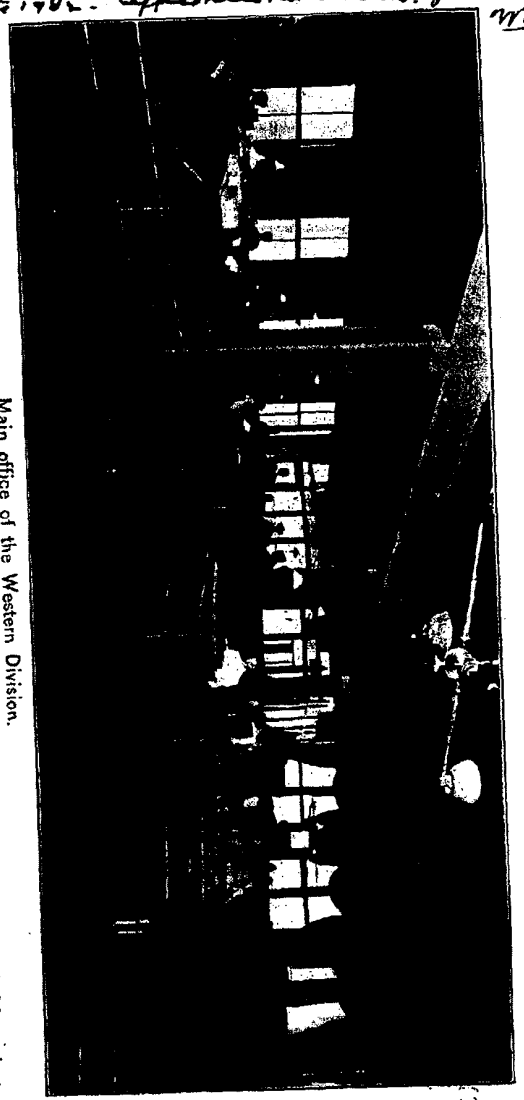
A word, a step or a blow at this season has the gathered force of tremendous possibilities, and he who is alive to the importance of this will crowd each wakeful moment with the best efforts of the year.

We wish every one of our representatives the best success and we have full confidence that they will richly deserve it.

"Strike while the iron is hot."

Strike now!

11/25/46 - Hyatt Miller and I decided this is a picture of the Stewart Ave office of Hart Detroit prior to its move to Farmington - not sure when it was moved - approximately 1962 - Approved E Kline. Jan 24-1963 MEG



Main office of the Western Division.

This illustration shows about one-half the floor space of the Chicago offices. The other half is occupied by private offices and by the "over-flow" of the Promoting Department.

At the left of the illustration are the desks of the office superintendent and the clerks of the Sales Department. On the same side of the railing, surrounded by the glass partition and with two desks outside, is the Accounts Department. The Promoting Department is at the right of the railing; beside the stairway. There is not room here, however, for the entire P. D. staff, so that the rest are required to sit just beyond the point from which the photograph was taken. This is one of the Company's busiest offices, and has an appearance of orderliness and system that makes a strong impression as soon as you step inside.

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This is the "E" Season.

THE 1902 "E" is now going out by the thousands every day. The mailing began in earnest on the fifteenth and will continue steadily for the next six weeks.

This year's edition is forty per cent. larger than last year, and in order to take care of it within the same short space of time as before, we have had to increase our facilities both for printing and addressing.

A wonderful new press has been added to the printing department equipment that alone turns out as many E's in one day as we have ever before been able to print on five presses. It is now installed and running at a speed of 90,000 impressions a day. Any one of the old presses on which we formerly did this work has an average capacity of 8,000 impressions a day. In the next issue of THE CHAMELEON we shall give further interesting details about this press.

We are handling the addressing at three different points: At Cleveland for the Central, Eastern, Canadian and Pacific Divisions; at Chicago and at Boston. The work is done on type-writers by a staff of twenty-five young ladies.

The "E" lists are not all in. Some of the old agents as well as the new have not yet taken advantage of this spring advertising opportunity. From the offices we are doing all we can to round up these delinquents, and we want to enlist equally persistent work on the part of the representatives.

There is no reason why we should not have an "E" list from every agent on our books. We should strive to make it a 100 per cent. record this year.

A good "E" list means good "indirects" and repeat orders. It means more business for the agent, for the territory and for the Company.

Don't let a list escape. Get every one from the rest of the men you call on.

Perseverance and a Good Reputation.

BY "NOR' WEST"

THE manifold advantages of having a house behind us, whose reputation is world-wide for making and maintaining good goods are manifest to all of us, but this advantage was brought most forcibly to my mind last spring, when the following situation confronted me in a town on my territory:

For some years we had been represented in this town by a drug concern, and at one time a large quantity of S.W.P. was sold from year to year. But latterly, owing largely to the facts that the drug store changed hands, and that the new proprietor was making no effort to sell paint, the sale of our goods decreased to a great extent, and it became necessary to look around for a new agent.

The paint trade in the town has for the past few years been drifting more and more into the hardware stores. So I went after the largest hardware firm in town, determined to present our proposition with all the force I could command.

They were, at that time, handling a cheaper line of paint and were heavily stocked for spring trade, so that when I opened fire on them, they flatly refused to consider anything in the way of a new paint proposition.

For three days I camped in this store, from opening time in the morning till closing time at night, except during meal hours. Gradually they became inspired with some S-W. enthusiasm.

I was greatly handicapped, however, by the fact that every man connected with the concern, from the president and secretary to the salesmen on the floor, objected strongly to putting in a higher priced line of paint.

Here is where the unrivaled reputation of our house and goods proved its value.

The fact that S.W.P. had been sold there for a number of years helped me a great deal, for although the sale had decreased, the reputation for goodness had been established, and could never grow less.

Another thing upon which I think too much value cannot be placed, was the assistance I received from representatives of other concerns in other lines, who called on these people during the time I was working with them. No less than three voluntarily urged them to put in our line. I might add that I was not personally acquainted with any of them. They simply knew our Company and our goods by reputation and knew that they could conscientiously recommend them.

I finally succeeded in placing our entire line with these people, but I firmly believe no other paint company in the country could have swung them 'round as we did.

And they're mighty glad they came with us. Their first year with S-W. goods and methods was very successful and they continue to grow.

Everything with an S-W. tag on is welcome in their store and nearly every package of paint or varnish that leaves there has an S-W. label on it.

Town Reports from the P. D. Standpoint.

Talk Number Four.

BY JOHN COGAN

Hotels and Large Structures.

Under this head come the hotels, the hospitals, state institutions, large public buildings, office buildings and like trade not sold through the agent.

Until this year, we were not fully prepared to properly promote this important class. We have now a very complete and effective follow-up system for this trade, and the P. D. is able and ready to follow any leads given by the representatives.

When reporting on large buildings, etc., give us the names of the superintendent, board of trustees, boss painter, or whoever else may be directly interested in the buying of the paints and varnishes. If the supplies are contracted by the year, let us know, sending if possible a copy of the specification blank, and letting us know the time the contract is usually placed.

We want more of this trade, and it's there for us if we go after it. The advance information given in the "Hospital Record" extracts sent the representatives from time to time will prove very valuable if carefully followed.

Carriage Makers.

Under this head in addition to the carriage makers may be listed carriage painters, small repair shops and owners of livery stables.

The C. & M. Department has care-

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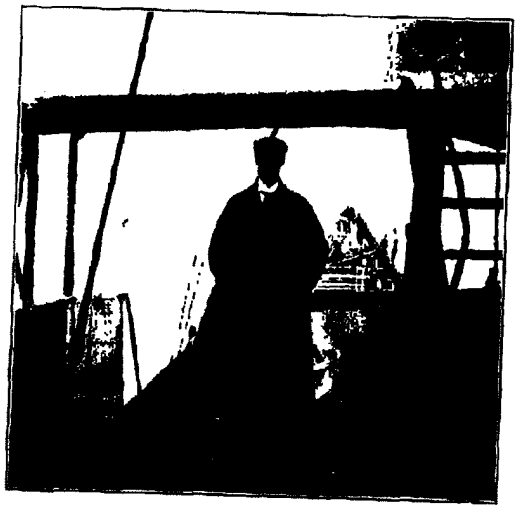
fully planned to give all possible assistance to the trade salesmen in working this trade and the salesmen in turn should co-operate by reporting every possible prospect, giving such information as will enable us to clearly understand individual requirements. There is no class of trade that requires a more detailed report. Go carefully into the methods employed in each case. If there are any systems in use let us know whose they are.

The livery stable trade as a rule can be sold through the agent. There is a good market here for Buggy Paint and Enamel Leather Dressing. Many of the representatives are having good success with this trade. Do not fail to report all the livery barns in your territory. If you havn't the time, get your agent to send us the names.

Architects.

We are paying particular attention to the architects this year. The new booklet, "Architect's Book of The Sherwin-Williams Paint." is very attractive and is written in a convincing style. We have the best facilities for following up your work with architects and we should be given the opportunity to put some of our follow-up work into effect.

As a rule not enough attention is given to the architect. He is an important man and can do us much good. Be sure to report every architect in your territory, giving us such special information as will enable us to understand clearly each individual man. The architect is a "hard nut to crack," and unless we know his peculiarities we are likely to go wide of the mark.



Taking S W. P. into India
Foreign representative F C Donnison on board ship en route for Bombay

Go to the Consumer.

BY J. H. WILLIAMS

A REVIVAL is possible in anything. It is sometimes sorely needed. It is needed when anything is languishing, and anything can languish —a fire, an individual, a business, a nation.

Should you wish to revive a fire you put on more fuel. The fuel contains stored energy. Turned loose in the fire it adds thereto in direct proportion to the amount of energy it contains. Should the fire not contain enough heat to start your new fuel into a blaze, you must borrow heat somewhere else and add to it. This can always be done. Then there's a big blaze surely.

It's so with an S. W. P. agent. If his interest in the business is dying; if he grows cool; if he has not enough warmth left to enable him to assimilate with the superabundant energy of The S-W Co. and of its representative, then the representative must *go to the consumer* for the purpose of bringing in more interest, more warmth, more business.

This never fails when the local environments permit of its being properly done. It cannot fail. It is a condition where there's no such word as fail. It may not be easy. It may mean work, but work is the expenditure of human energy in doing useful things and it will help make the agent catch fire, and begin to expend the same kind of energy.

For more fuel *go to the consumer*. He is waiting for you.

"Something Besides Talk."

BY "AN OLD UN."

THE article by "A New Man" in a recent CHAMELEON, interested me, an "Old Un," as it gave me the thought that what may seem to us trite and matter-of-fact to tell about, is positively interesting and instructive when put in print. So I am moved to tell of a recent morning's experience.

I was calling in a small, unimportant country town, on a dealer to whom I had sold a little Varnish, F. P., W. P., V. S., etc., last year. I saw that very little of the original order had been disposed of.

Seeing no order in sight and having two hours to wait, I resolved to break into the Varnish Stain and purchased a half pint of Cherry and a 15c brush. I requested permission to stain half of one of the four old chairs standing on the store floor and while at work I noticed that the dealer's daughter was watching the staining operation with much interest. She wished me to finish up the chair, but I said, "No, it must remain only half finished to show by contrast the 'before and after taking' effect to your friends."

However, the decided difference in the appearence of the two portions of the chair aroused her to action. She took the other three chairs out into the back yard and stained them herself under my supervision, and she now plans attacking every dingy surface about the store and house.

While she was at work, two of her lady friends came in and soon left with cans of Varnish Stain under their arms to see what they could do.

I flatter myself that the Varnish Stain, at least, in that stock, will move before my next visit there.

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Good Words From the Road.

Specifies Only One Paint.

Earl H. Silven, Architect, Dallas, Tex., showed me where he used The S-W. goods on 175 jobs last year. He specifies only The Sherwin-Williams goods.

E. S. DONNELLY.

A Little Personal Work Sells a $75 Order.

Last June I sold Chapman Bros., of Mosquite, Texas, a small opening stock. After finishing with them I asked if they knew of any prospective buyers. They advised me that they knew of a gentleman in the country who expected to paint, a German farmer, who insisted on using nothing but lead and oil. As I had some time to spare I suggested that we go out to see him. Mr. Chapman borrowed a buggy and went with me. We found the gentleman plowing and when I suggested the idea of painting his residence with S. W. P. he exploded and I was sorry I had taken my new agent to see him. However, he permitted me to tell him all about the Co. (which I believe to be the strongest argument that can be used in landing a new agent.) He promised me before we left that he would investigate further. His investigation was evidently satisfactory, as our agents sold him a $75.00 bill of S. W. P. a few days later.

J. H. CHAPMAN.

Another Case of Aluminum Paint's Great Covering Capacity.

Mr. Greene's story on Aluminum Paint in a former number of THE CHAMELEON reminded me of the experience of Mr. Gaston Mitchel, of The Whitaker-Mitchel Hardware Co., of Toledo, who wanted to paint his kitchen hot-water boiler and decided to try Aluminum Paint, taking home one-half pint can for that purpose.

He told me that after painting the boiler, which was a large one, he had more paint left than many of our competitors sell for a half pint. It has been on some time and looks fine. He says he has not been able to use the half pint up, though he has painted everything around the house on which he could use it. EDW. S. BLANCHARD.

How the Promoting Department is Winning.

Mr. Childs, one of our B. P. A.'s at Sunfield, Mich., said to me recently that The S-W. Co.'s personal letters and advertising matter that he had received through the mail had persuaded him that ours was the line of paints he wanted and that he had decided to take hold of it just as soon as he could reduce his present stock. He said that he had bought last year only such goods that he required to finish a job, and in that way had lowered his old stock considerably; that as soon as he could clean it out he intended to buy a stock of S.W.P. and gradually work into the full Sherwin-Williams line.

W. F. GALLINGER.

The Durability of S. W. P. Wins Favorable Comment.

Mr. John Appleby, head of the Experimental Department of the Deering Harvester Co., and known the world over as the inventor of the Twine Knotter on binding machines, has just returned from Los Angeles, California, where he has a house which was painted six years ago with S. W. P. He asked Mr. Howe, the superintendent of the Deering Paint Department, what it is that The Sherwin-Williams Co. put into their paint to make it so durable. He says the house in question looks almost as well as when first painted, while others near it, painted some time later, were fit subjects long ago for another coat of paint. L. B. QUINN.

An Enthusiastic B. P. A.

C. E. Smith, of Tuskegee, Ala., is the man I want and I think he will be easy to land on my next trip. He just positively refuses to buy any goods this season of the year, as he is now taking an inventory and wants to know "how he stands."

He said, "Dad-drat it, you folks make good goods and I want to git hold of 'em. Every one of these buggy drummers says his buggies that are painted with The S. W. goods are worth more money, and I just see that your paint stands well on buggies and I know you make good stuff. You come around here in the spring and I'll buy some of your goods, and sell 'em too. I won't give an order now, I want to see how I stand." Smith is a hustler and we want him.

M. D. PEYTON.

The Price of S.W.P. Never Questioned.

G. J. Johnson, S. W. P. agent at Wentworth, S. Dakota, is a good agent and has all the other paint dealers "beat a mile." He expects a good business this year; says S.W.P. is easy to sell and that his customers never question the price. He sold only 50 pounds of white lead all last year.

I have got Mr. Smith, of Madison, S. Dakota, back into the fold, and he will push the full line. He says the greatest mistake he ever made in business was when he dropped S. W. P.

S. H. STEWART.

Must Know the Foundation's Right.

J. F. Anderson & Co., of Grafton, N. D., are very enthusiastic on S.W.P., and refuse to sell to those who do not use our Primer.

J. R. MILLER.

What Enthusiasm for S. W. P. Leads To.

In one of my towns I came across an agent for another paint who was about to paint his house. I talked to him to convince him of the wisdom of using S. W. P. At first he would not entertain the idea, and said that since he carried paint himself he thought that anyone showed temerity to try to convince him to use another paint than the one he sold. But I have had such success in convincing him of the merits of S. W. P. that I feel sure that I will finally sell him S. W. P. for his house.

J. W. MACKAY.

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BRUSH MARKS.

Linseed Oil.

The market is firmer than ever.

At the present price of oil the price of prepared paint is too low.

Dealers and Consumers have been getting the advantage of low price contracts on oil. There's an end to this sort of thing and if oil keeps firm, and it now looks as if it would advance further, there's apt to be a change in prepared paint values.

The safe thing for the dealer is to stock up.

Central Division Notes.

We are gazing with a good deal of satisfaction at our S. W. P. Agent's Report to March 1st, showing nearly three times as many new agents landed to date as there were last year during the same time, while the average number of gallons of first order has gained more than ten per cent. We are in for a record on the "Old Central" and our boys are doing nobly.

Increased business in our Promoting Department has necessitated the installment of a new desk, occupied by Paul B. Thompson. With the additional help from this department, we are looking for larger fields to conquer.

Recent disastrous fires in Cleveland have led us to believe that the safety of our General Office would be improved with the addition of fire escapes, and in consequence a new and commodius stairway now appears on the front of our General Office Building. Our representatives, however, are expected to face *lots of fire* (in a business way) without running. Still we are bound to notice that any escapes which S. W. methods provide are bound to bring you "*nearer to the front*" than you were before.

Changes have just been completed on our shipping floor which give us an increase of nearly fifty per cent. in floor space. The additional room is already so completely occupied that we have about the same crowded appearance as formerly. The more we expand the more the necessity is forced upon us.

Mr. and Mrs. Schafer, from whom we hear good reports, expect to return from their Western trip about the 18th of this month. A hearty welcome awaits them.

Cleveland Factory Notes.

The new store room which has been fitted up in the first floor of the "E" building has just been occupied. It has been finished with our standard colors and is a very decided improvement over the old cramped store room which we have had. It is our purpose to carry here all supplies used in the factory and have matters so arranged that all requisitions may be filled with the greatest despatch.

The crowded condition of our storage rooms has been somewhat relieved by the many orders which we have filled since the first of March. During the first week of March sixteen carloads of stock were shipped to the branch warehouses.

We have in the house at present a large stock order for the new Minneapolis warehouse and expect shortly to ship a complete line of goods.

The new equipment for making liquid paints for the C. & M. Department trade is almost completed and as soon as it is in operation will be a great relief to the Coach Department which has been running until late in the evening for two weeks.

Western Division Notes.

So far the replies to the Spring promoting Circulars, from all classes, number 2819, and they're still coming. Looks like business.

The P. D. is now in full swing. All form letter series have been started and with the magnificent organization we have this year, we have every reason to expect splendid results. Much will depend on the way the representatives follow the inquiry cards. "Inquiries mean orders"—follow them closely.

The Western Division representatives are to be thanked for the full and detailed town reports they are sending us. We are getting the right kind of information and getting it promptly.

Thanks are also due for the good work being done by them in Railway, Street Railway and C. and M. work. This is a class of trade that it always pays well to cultivate. It helps swell the sales and it's pleasant business to go after.

The P. and A. has been keeping us well supplied with advertising. Our CF's are the fewest in our history and we are very thankful indeed for the splendid service rendered us.

It is gratifying to note the increased interest our agents are taking in our "personal letters." It is a sign of progress and is very encouraging to us. We are being deluged with "personal letter" lists. The representatives should keep "personal letters" before them and whenever possible include a few Property Owners' names in their town reports. Talk them to the agents all the time. It's the best help that can be given them.

The Shipping Department is to be complimented on its splendid handling of March 1st orders. Over 130 tons of paint was shipped on March 1st orders and all went out on time and like clock work.

Mr. Cottingham was with us February 12th, 13th, 14th and 15th.

The Kopal orders are coming in thick and fast, thanks to the free distribution scheme.

Mr. Parks has visited our new St. Louis Agency.

Eastern Division Notes.

Our representative, Mr. W. B. Haight, was successful in personally presenting the compliments of The Sherwin-Williams Co. to the officers of His Majesty's Imperial Yacht, "Hohenzollern."

Mr. Fred Lesser, formerly in our Accounts Department, has been transferred to the Promoting Department, which will add to the proficiency of our Promoting Department staff.

Recent tests of four brands of Copper Paint of other manufacture proved conclusively that our Copper Paint is without exception the finest piece of goods on the market. The Atlantic Coast, seaport cities and towns showed a large increase in Copper paint sales this year. We expect to manufacture Copper Paint at Plant No. 4, and al-

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ready are securing some good orders from the trade salesmen aside from the New York City representatives.

One hundred and fifty gallons of Special Interior Colors, No. 617, was shipped to Philadelphia for painting the entire interior of the United Gas Improvement Co.'s Building, Broad & Arch Streets, Philadelphia.

Special Interior Colors ought to be used in every prominent large building in the country, as they stand unequalled and alone for securing a perfect interior finish.

The latest reports from Mr. Fred C. Donnison come from Bombay and Madras, where some excellent business has been secured.

Mr. Donnison will visit Calcutta, returning to Singapore, from where he will again visit Australia and follow up business which we have already secured in this country.

We regret to learn that our representative, Mr. Charles Tucker, has been confined to his room in Port of Spain, Trinidad, on account of illness.

Mr. Tucker has established some good business at Kingston, Jamaica, and is now taking up the work at Port of Spain, Trinidad.

Mr. W. Tyrie Stevens is continuing to make good progress in South Africa.

We have received additional business from our Dublin agents, and also are making shipments of P. M. 5. Freight Car Paint and Gloss White to our London customers.

Our work is being vigorously pushed in New York City and Brooklyn, with Philadelphia coming prominently to the front.

We are increasing our strength in large cities every month, which should encourage every salesman to take a greater interest in the work in large cities.

We had the pleasure of having Mr. Harry Dwight Smith, manager of the Promoting Department, with us for several days.

New England Division Notes.

Trade Sales Department—We are in the midst of our spring stock orders and, although there is "much doing," there is little to talk about. The orders hold up well and there is every reason to expect an early and long Spring season with a large increase in sales.

Mr. Ketchum still leads in S. W. P. agents and we hope to see his name heading the list in a future number of THE CHAMELEON.

We would remind our representatives not to lose sight of the Varnish prizes, both for the highest total in general sales and for the highest in Kopal.

Accounts Department—We are not as busy in the Accounts Department as we hope to be during the latter part of May and the first weeks in June when June first bills are being paid. We desire to congratulate the New England representatives on the manner in which they are taking the names off the Past Due Accounts each month.

C. and M. Department—We were pleased to have Mr. E. M. Richardson, Manager of the Marine Department, with us on February 11th.

The C. and M. and Railway work is assuming a more important place than heretofore in this Division, and as we are after the City trade harder than ever, we expect to have a number of good customers to show as a result of the year's work along this line.

Promoting Department—We were pleased to receive a visit from Mr. Harry Dwight Smith on February 19th and 20th, during which time Mr. Smith went over the work with our Promoting Department manager, giving him suggestions by which to better handle the detail work of that department. We firmly believe that this department will take an important place in increasing our sales and ask that the salesmen keep giving us good full Town Reports with plenty of names and information to enable us to send out letters that will "hit" nearer the mark than any sent out before.

We want to thank the representatives for the co-operation we are already receiving and assure them that same is much appreciated.

General—Mr. H. A. Sherwin has been with us this week.

Pacific Division Notes.

The Treasurer of our Company, Mr. S. P. Fenn and Mrs. Fenn, have been with us for the past week or ten days and will still be with us for a while, being obliged to forego their holiday trip to Honolulu for the present, because Mr. Fenn has not been well enough to undertake the voyage. An ocean voyage from this port just now is not too attractive, several vessels having put back into port on account of rough weather outside. After a rest here and a trip to Southern California, Mr. Fenn will return.

We are also pleased to see Mr. Geo. A. Clark, superintendent of the Central Division Offices. We begin to get a little better acquainted with our Eastern friends. At present we are expecting Messrs. Eames and Schafer.

Business is humming.

Southern California Depot Notes.

We had the pleasure of a call this month from Mr. A. E. Schafer and Mr. Geo. A. Clark, of Cleveland, both were enjoying the benefits of our "Sunny Clime."

Mr. Schafer, although here on a holiday, gave us good help along the C. and M. lines.

We have lately had the much needed rain in the South and our prospects are now all right for a record year. "As they say in Latin, we have last year beat to a custard."

Foremen's Club at Plant No. 1.

A Foremen's Club was organized at the Cleveland factory on Monday evening, January 13th.

The objects of the Club are, by fostering good fellowship and understanding among the heads of departments in the factory, to facilitate the work of the same.

The idea is to meet every two weeks and after spending part of the evening socially, over supper, games and stories, to take up and discuss those problems most interesting to all.

The subjects discussed up to date have been: Ways and Means of Preventing Fire; Improvements on the Sealing of Penny Lever Cans, and other less important subjects.

Most of the active work is done by committees appointed by the Chairman.

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The officers of the Club are: J. G. Weber, Chairman; P. D. George, Secretary.

At a recent meeting the following resolutions were adopted:

Whereas. It has pleased Almighty God to take from our midst our friend and fellow workman, Wm. R. Piper, and

Whereas: While submitting to the Divine decree of an all-wise Creator, we cannot but have a heart felt sorrow at his demise. One, who by his many good qualities, had endeared himself to all who knew him, a kind, loving husband and father, and an exemplary citizen. Therefore, be it

Resolved: That we tender our heartfelt sympathy to his sorrowing widow and family in this their hour of bereavement.

Resolved, that a copy of these resolutions be given to his family and be spread on the minutes of The Foremen's Club and also published in THE CHAMELEON.

Committee { W. J. Critchley. J. P. Gibbons. J. A. Bradley.

Number of Employees in the Company.

In February the number of employees reached the one thousand mark. The enrollment on March 1st stood ***1032*** and still growing.

Indiana Hardware Men and S. W. P.

Messrs. Rondthaler and Wolcott made a hit for the Company at the Indianapolis convention of the Indiana Retail Hardware Dealers Association, January 19th and 20th, with a good display of advertising and the usual S. W. spirit of good fellowship.

They were fortunate in securing a room very near the Convention Hall in the hotel, so that every one who went in had to pass our open door.

The advertising display was very effective and made a splendid impression on all who saw it.

Many of our old agents were present and acted as valuable "cappers." They were full of S. W. enthusiasm from start to finish, and

never tired of talking the superiority of our goods and methods to the B. P. A.'s who were present. One member who is quite prominent in the association was so enthusiastic and persistent in talking S. W. P. to some of his friends, who we were working on, that he was laughingly accused of getting a commission.

Record of New S. W. P. Agents.

The result of the agency campaign for February has been an exceptionally good one.

Mr. I. M. Benedict, of the Central, and Mr. Ralph F. Ketchum, of the New England Division, who continue to hold first and second place respectively in the Company on new agencies are doing remarkably well, and we compliment them on the good showing they make. In the Western Division, Mr. R. H. Baum, traveling a drouth-stricken territory, takes first place, succeeding Mr. Sam Stewart, who held the place last month. In the Eastern Division, Mr. S. G. Pollock takes the honor from Mr. W. D. Peyton. In the Canadian Division, Mr. D. Crevier has been successful in capturing the position from Mr. J. J. Harkness. In the Pacific Division, Mr. George Mowat retains first place, but his present record is a little short

of his old time form. Record is as follows:

Central Division.
I. M. Benedict. ***45 new agents.***
New England Division.
Ralph F. Ketchum. ***29 new agents.***
Western Division.
R. H. Baum, ***24 new agents.***
Eastern Division.
S. G. Pollock. ***19 new agents.***
Canadian Division.
D. Crevier, ***17 new agents.***
Pacific Division.
Geo. W. Mowat. ***9 new agents.***

The following figures will prove interesting to the "business getting" representatives as well as the managers:

In the Central Division the splendid work and salesmanship in general of

Unique costume worn at the Merchant's Carnival of Medford Okla., for P. T. Walton Lumber Co.

the men in making new agencies, have placed the Division much in the lead showing gains over last year of 188 per cent. In other divisions:

New England, 145 per cent.
Eastern, - - 72.6 " "
Western, - - 23.6 " "
Canadian, - 15.5 " "

Careful analysis of the divisional reports of new agencies, notwithstanding the above good gains, show that there are opportunities for individual work and support from representatives who we know are business getters. We are looking for it and we want it. The harvest is on, give your Division Manager your effort in making new agents. We need them to increase the business. Interests are mutual.

Leaders in Floor Finish Sales.

The results for February on Floor Finishes not only show a handsome gain in the line, but territories which were not up to expectations show gratifying results. Thanks to those representatives who have responded to our call for a strong pull, we want "just another."

From the following record a complete change is noted in the leaders for first place: Mr. H. T. Sheldon, of the Eastern Division, has gone from third to first place. Mr. Robert Johnson has succeeded in gaining first place in his Division and holds second place in the Company. Mr. Fasquelle, of the Central, Mr. John P. Greene, of the Western, and Mr. F. B. Hare, of the New England Division, still hold first place in their respective divisions.

The demand for goods of such quality as are had in our Floor Finishes, warrants us in putting our best efforts to bringing these specialties to the notice of the agents, dealers and consumers. We want you to wedge the line with your agent or dealer as

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we feel confident that it will prove to his interest. We ask every man in the Sales Department to give his special attention to this line. Record of leaders is as follows:

Eastern Division.
H. T. Sheldon.
Canadian Division.
Rob't Johnson.
Pacific Division.
Geo. W. Mowat.
Central Division,
L. J. Fasquelle.
Western Division.
J. P. Greene.
New England Division.
F. B. Hare.

The Leaders In Varnish Sales.

Reports for the month of February show continued heavy gains over last year. There are *very few* territories which have not as yet come up to the estimate placed on them. We hope and expect to see results before the next report is issued.

The test for place and money becomes more interesting at this time to those watching it. The facts as reported in the last issue, that so many representatives follow close to the top that the opportunity for honors and money was wide open, still remains true. You will notice from the changes in the list following that it is anybody's goal.

Mr. Robert Johnson has the honor of leading in Varnish sales over all Divisions in the Company, taking the place of Mr. L. J. Fasquelle. Mr. W. S. Fallis holds second place by a difference of only $49.00 over Mr. Fasquelle now in third place. In the Western Division, Mr. John Greene takes first place over Mr. Hommel. In the Eastern Division, Mr. Sheldon takes first place changing with Mr. E. E. Lewis. In the New England Division, Mr. L. W. Barney has secured first place. In the Pacific Division Mr. Mowat takes first place from Mr. Parsons.

The following is the record on total Varnish sales for 1st, 2nd and 3rd money according to premiums offered:

Canadian Division.
1st—Robert Johnson.
2nd—W. S. Fallis.
Central Division.
1st—L. J. Fasquelle.
2nd—H. B. Pruden.
Pacific Division.
1st—Geo. W. Mowat.
2nd—E. T. Parsons.
Eastern Division.
1st—H. T. Sheldon.
2nd—E. E. Lewis.
Western Division.
1st—John P. Greene.
2nd—Joseph F. Hommel,
3rd—W. W. Walton.
New England Division.
1st—L. W. Barney.
2nd—F. B. Hare.

Kopal sales are exceptionally strong and beyond expectation up to this writing. The scheme of introduction is a winner, and it is with regret we are forced to say that there are two or three who have neglected to take advantage of the easy plan offered to them. We are without an excuse and look for results.

Following is the standing of leaders in Kopal sales for the entire Company:

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

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