

My Is Known By The Men It Keeps

S-W Long Service December 31, 1949:

7,992 Total Employees in U. S.
1,011 Completed 25 Years
682 Active (102 more in 1950)
19 Completed 50 Years
1 Active
9 Retired

Represents over 20,000 years' experience.

13,553 Total Employees All Plants
2,071 Completed 25 Years
1,341 Active
59 Completed 50 Years
7 Active

Growth In The Business

Sherwin-Williams' growth is the result of a continuity of good management. Sherwin started in 1866 and founded the sound principles on which the business is built. He continued active head until 1898, increasing the business about three times as much as when he started.

W. H. Cottingham became General Manager in 1898. He built on this foundation, increasing the business twenty-five times, when he became Board Chairman in 1922.

G. A. Martin became President in 1922 and expanded the business three times more until he became Chairman of the Board in 1940.

A. W. Steudel became President in 1940 and almost tripled the business since then, until now it is nearly 700 times as much as the first year. In half a day the business now amounts to nearly as much as it did in the whole year 1866.

Albright's Optimistic Prediction

Following the 50th Anniversary Convention, at a dinner meeting of the officers and managers, Mr. Albright, then a Director, got to his feet and enthusiastically stated, "You know, gentlemen, there will be a time when this business will amount to \$50,000,000 in a year." That particular year the consolidated sales were \$14,700,000. Everybody thought he was crazy or had had too many cocktails, but the business has now grown until it amounts to many times \$50,000,000.

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Cover-The-Earth Design

George Ford, the Advertising Manager in 1895 was quite an artist, and one day he idly sketched a picture of the earth with the paint pouring down over it. He put this away in his desk and in looking it over from time to time concluded that it expressed the possibilities of the Sherwin-Williams business much better than the Chameleon which was then used as the trade mark. The Chameleon is the little animal who has the power to change color.

A few years later it was felt that this cover-the-earth design might serve as an advertising feature, and small enclosing slips were made showing it and sent out with the letters. In 1905 it was officially adopted as the Company's trade mark and is now ranked as one of the best twelve advertising designs. It is so well known in foreign countries that natives unable to speak or read English buy with confidence products bearing this Sherwin-Williams trade mark.

Chameleon Trade Mark

You know the Chameleon selected by Mr. Sherwin as a trade mark was a very interesting little animal. Mr. Fenn, Treasurer, was a great traveler, and one time on a trip around the world he procured a pair of them, Jack and Jill, in Bombay. They were brought to Cleveland and kept in a special cage built for them in the luncheon room. A Chameleon lives on flies, so they had plenty to eat there.

Employees used to amuse themselves by watching the Chameleons change color. One day a salesman came in with some visitors, and he put them on a red panel and they turned red, he put them on a green panel and they became green, and then on a yellow panel and finally on white and black. Then he had an inspiration. He was wearing a Scotch plaid tie that day. He put Jill down on his necktie and the poor thing exploded in trying to make good.

Style Guide

Introduced Style Guide in 1940. Revolutionary method of illustrating to the public the results obtained with various paint finishes. Four editions -

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|----------------|---|------|---|---------------|
| 1. Red Cover | - | 1940 | - | 45,000 copies |
| 2. Blue " | - | 1941 | - | 40,000 " |
| 3. Green " | - | 1942 | - | 50,000 " |
| 4. Combination | - | 1943 | - | 15,000 " |

Kodachrome pictures were taken of exteriors and interiors painted with S-W products. These were transferred to 4-color process copper etchings. Plates were made by the Walker Engraving Co., N. Y. Printing job done by Wm. F. Hall Co., Chicago. Style Guide represented an investment over \$250,000, but S-W dealers were well repaid through increased customer interest with greater sales of S-W products.

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Metropolitan Opera Auditions

Sponsored by Mr. Martin. First audition in 1935. Continued for ten years. Twenty-five contestants won prizes of \$1,000 each and Metropolitan Opera contracts. Three others won Metropolitan contracts, and four won \$500 scholarships. Estimated radio audience approximately 6,000,000 listeners per week.

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Early Guarantee of High Quality

When Sherwin-Williams started in the business in 1866 there was a great deal of very low-grade and adulterated paint material offered. Mr. Sherwin concluded that we would manufacture none but the highest grade and that its purity would be guaranteed. Thus the following guarantee was put on every package of SWP:

"We guarantee that this Paint, when properly used, will not crack, flake or chalk off, and will cover more surface, work better, wear longer and permanently look better than other paints, including Pure White Lead and Oil.

"We hereby agree to forfeit the value of the Paint and the cost of applying it, if in any instance, it is not found as above represented.

The Sherwin-Williams Co."

There was also a guarantee on white lead as follows:

"This package is warranted to contain nothing but Pure White Lead, ground in Pure Linseed Oil, and we will pay One Ounce of Gold for every ounce of adulteration that it may be found to contain.

Sherwin, Williams & Co."

These guarantees were continued for many years and there was no case in which the Company was called upon to pay the forfeit.

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Important Example of Marine Paints

Among many important items of Marine Paints the Company supplied something over \$50,000 worth of paint for reconditioning the S. S. America. This is the largest ship built in the U. S. and carried many thousands of troupes during the war. After the war closed it was put back into passenger service.

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Cooperation with the Government on Paint Specifications

In 1940 after the Army started on a program of building many new camps, we received a request from Boston for 35,000 gallons of lead to be mixed by hand on the job for painting Camp Edwards. It was brought to the

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attention of the National Paint, Varnish and Lacquer Headquarters office in Washington, that it would be much better and more economical to supply paint ready for use. They brought this matter to the attention of General Sommerville then Quartermaster, and he decided to buy the paint for all camps, having the local Generals employ the labor for applying it.

Accordingly, he asked for bids on 1,000,000 gallons of ready-mixed lead and zinc paint for painting forty camps. The country was divided into ten sections and no paint manufacturer was to get the order for more than one section. The successful bidder was to go to Washington and receive a signed contract.

One of the pigment manufacturers had a couple of good salesmen stationed outside of General Sommerville's office. As soon as the manufacturer came out with his contract for \$200,000 or \$300,000 worth of paint, they sold him all the pigment he needed for manufacturing it. This had the effect of concentrating at one point about 10,000,000 pounds of leaded zinc for production in the winter and early spring of 1941. If anything had occurred in their plant, it would have interrupted the Army's whole program for painting camps for soldiers just being recruited.

General Sommerville then arranged for a meeting of the top paint men in the country, including the Bureau of Standards, the Paint Association's laboratory in Washington, the best paint men in the Army and Navy, and chemists from half a dozen leading manufacturers. They decided that the best paint for painting Army and Navy buildings was a modern leaded zinc titanium paint practically the same as S&P.

Early Example of Routine Clerical Work

In 1900 when the Newark Factory was built and the Atlantic Coast District organized, Mr. Whittlesey was appointed manager and moved his office to Newark. The district covered all the territory from Bar Harbor, Maine to Brownsville, Texas.

Among the many clerks employed was one clerk who proved particularly dumb. Mr. Whittlesey said to the chief office clerk, one day, "I believe he would enter an order for a barrel of bungholes." So they wrote up a telephone order from John Smith for one barrel of bungholes. This passing through the system was written up by this dumb clerk and in the usual course a copy was sent through to Mr. Shaefer, General Sales Manager at Cleveland Headquarters. He immediately blue-penciled across it "empty bungholes" and sent it back to Mr. Whittlesey.

"The Old Guard"

Four Star Salesmen in 1880. Same area now covered in 1950 by 28 Representatives and 137 Branches.

Ebenezer E. Lewis - Employed August 20, 1879, died sometime during 1900. Traveled territory Southeast Pennsylvania, South Jersey, Delaware, and Maryland. Same territory now covered with 4 representatives and 18 branches.

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C. S. Wheeler - Employed February 1, 1880, died January 26, 1917.
Territory all of Michigan. Same territory now covered by 4 representatives
and 12 branches.

D. E. Fisher - Employed January 1, 1880, retired September 1, 1909,
died November 4, 1912. Territory Kentucky, Tennessee, Georgia, Alabama,
Mississippi, Louisiana, and Florida. Present area covered by 9 representatives
and 69 branches. Fisher was later transferred to territory covering Missouri,
Kansas, Nebraska, Iowa, and part of Illinois. He made only two trips within
this territory, going only to the larger cities and establishing jobbers. He
then transferred to Boston, covering the New England States, part of New York
and Pennsylvania. Soon afterwards he went to Canada and traveled every
important town from Windsor to Quebec.

A. W. (Judge) Ballard - Employed July, 1880, retired November 1,
1912, died July 10, 1926. His territory covered Wisconsin, Upper Michigan,
Minnesota, and Northern Illinois. The same area now covered by 11 represent-
atives and 37 branches.

W. B. Albright's Experience in Burning Ship

On June 17, 1887 Mr. Albright while traveling in his territory, left
Traverse City on the S. S. Champlain for Petoskey and Charlevoix, expecting to
leave the boat at 1:00 A.M. In company with Charles Russell of Jackson,
Michigan and two ladies, they concluded to sit up and play Pedro, as the
ladies were leaving the boat at Charlevoix also.

They had just started to play when they were startled by the cry
"fire", a lamp having exploded in the room of one of the firemen. The fire
immediately spread to the engine room which made it impossible for the engineer
to stop the boat.

The passengers all put on life preservers, but as the boat was "rush-
ing along at the rate of eleven miles an hour through the water" they were un-
successful in lowering the boats as they were swamped one by one as they touched
the water. The life raft was pushed off, but the boat flew by and thus not a
soul was able to get on the boat. Passengers crowded bow until they were driven
off by the fire.

The boat by this time had run aground on a sand bank about a mile
from an island. Flames advancing caused the passengers to jump into the water
and the heat from the burning boat was so great that they did their best to
pull away from it to avoid being burned.

Mr. Albright and Mr. Russell had pulled out a flag staff which gave
them a little support in the water. Russell could not stand the exposure and
after being in the water for about a half-hour, he sank.

A boat had come out from the island and picked up the people one by
one, but after it got to Mr. Albright it was filled up with others and went
ashore. Another boat came out and again was filled up before it could take
him on. The third one came out and had rescued so many people that it was
about to leave him, but one of the rescued men, George Miller, a merchant at
Charlevoix, recognized Albright and insisted that they take him on even at the
peril of swamping the boat.

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The boat commenced to leak still more but by vigorous bailing they managed to keep it afloat until it swamped just as they got to the island and was then unable to make another trip.

Mr. Albright recovered without any serious effects after a few days in bed.

Thanksgiving Turkeys - Thin Watches

When the Cleveland Factory was very small Mr. Sherwin personally knew everyone of the employees and was always very interested in their families. It was his practice to give each of his employees a turkey on Thanksgiving Day. When the factory grew so much larger and established in other cities, this became impractical and was discontinued.

There was a big Irishman in the Tin Can Department named Martin Foley who had several children, and he was terribly disappointed when the practice of giving turkeys was discontinued. When he finished twenty-five years in the Company's service and came up for his watch, he looked at it and then said in disgust in a low voice, "They stopped givin' us turkeys and now they are givin' us thin watches!"

Fire in the Cleveland Factory

In May of 1884 most of the Cleveland Factory was destroyed by a disastrous fire. This burned out several buildings, destroying practically all of the paint manufacturing equipment and the stock of finished products and raw materials. However, Mr. Sherwin and Mr. Williams were not discouraged and immediately arranged to bring some more capital into the business, dissolving The Sherwin, Williams & Co. partnership, and on July 14 incorporated The Sherwin-Williams Co. with a capital of \$300,000. New buildings were erected, equipped with new machinery, much increasing the capacity.

Up-To-Date Factory Equipment

This new equipment in the Cleveland factory was the last word in convenience. There were about fifty tanks holding 100 gallons each set on the floor below the mills. The pigment was ground directly into these tanks and then thinned up to proper consistency. Thus was prepared a stock of fifty different colors. This whole battery of tanks was equipped with mixers and the paint was thoroughly mixed up every day. As orders were received the filler would go to the tank and draw off a quart or a few packages of each color ordered. This made it possible to fill the orders immediately. However, as the business grew it was found better to manufacture in batches of 100 gallons and fill at once into different size containers.

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Cleveland Floods

The Cleveland Factory suffered serious floods by high waters in the Cuyahoga River in 1883, 1893, and again in 1913. Each time the water covered the ground floors and basement with serious damage to machinery and raw materials. As soon as the water receded, however, the buildings were dried out and regular production resumed in a short time.

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