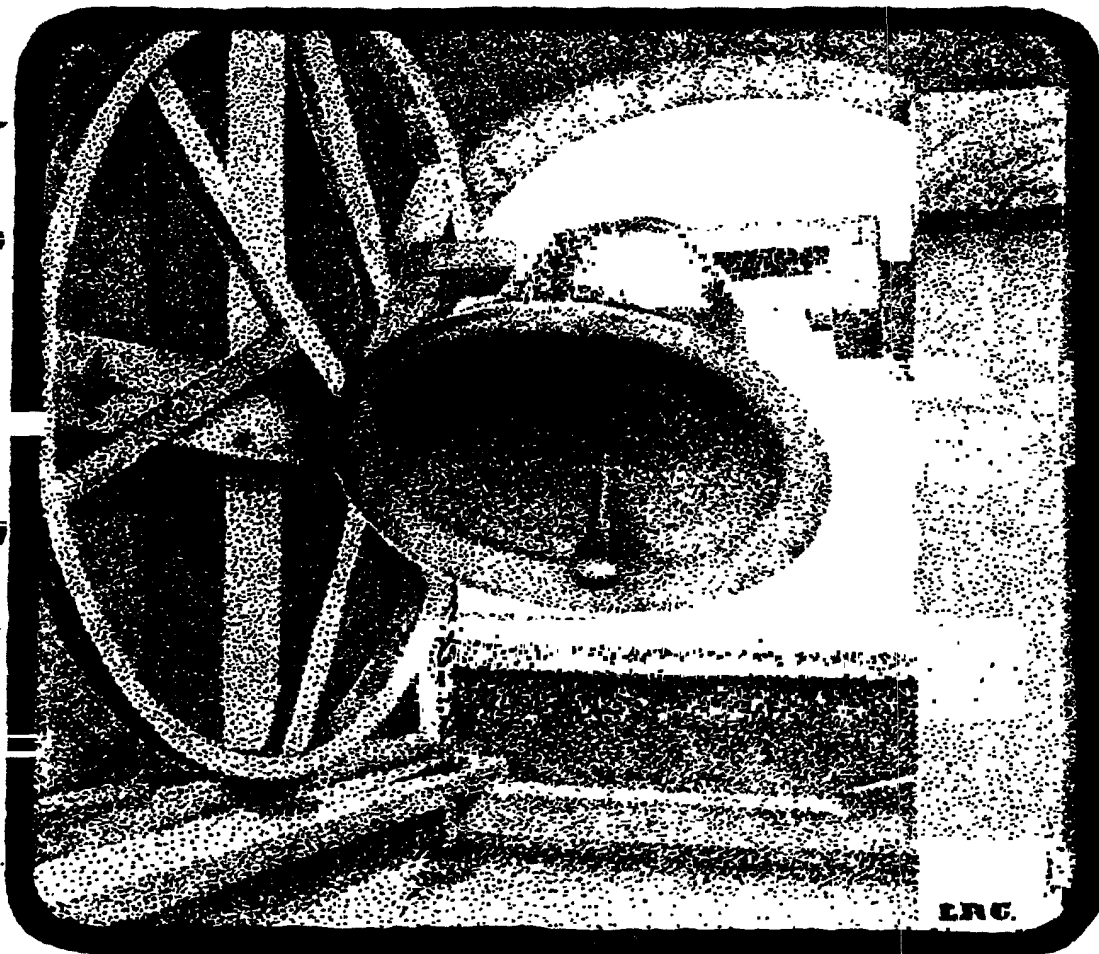


The Chameleon for December 1 8 9 9



The Chameleon.

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THE SHERWIN-WILLIAMS CO.'S loyal staff.

VOL. II.

DECEMBER, 1899.

NO. 12

CONVENTION INSPIRATION.



THE exhibition of the strength of our selling force, lined up shoulder to shoulder at the convention, was of itself an inspiration to every one connected with the Company.

The hearty approval of the plans of the management for the extension of our business: the interest manifested in the development of new advertising features: the willing assurance of co-operation in the furtherance of office systems for reaching out after new trade: all had its inspiring effect upon those who

were planning the work at home, as well as on those who are helping to carry it out. It puts the heart into our work as nothing else can do.

No business can succeed without enthusiasm, and with us this is kept up to its highest pitch by our annual meetings. There is inspiration in enthusiasm, and success in both.

The songs we sang still ring in our ears, and will long continue to cheer each in his own place.

The fighters in the field gained encouragement by mere contact one with the other. The successes related by one added to the others a store of those possibilities which can yet be made realities by them.

The visit to the factory not only helped the man "on the road," but stimulated to greater efforts toward perfection every one employed there.

When we fully realize that the happy gathering at the banquet and all that it signifies are only possible through the strict performance of duty by each one and every one of us, what a pleasure, what an inspiration there is in the doing of it!

That the year just ended had broken all previous records in our business was an inspiration for this convention. Let us all see to it that the convention of 1900 closes another record breaking year. We made November count with a good healthy gain. That's a good start, and there is a good deal in making the right kind of start. Make December count, then each month in 1900, "with a long pull, a strong pull, and a pull all together."

A. M. Parks.

Assistant General Manager.

The Manufacture of Zinc White.*

BY BLANC DE NEIGE.

ZINC white is the oxide of zinc, consisting of a union of one molecule of the metal with one molecule of oxygen, and represented in chemical nomenclature by the formula ZnO .

It is produced whenever zinc is heated to its volatilization point (a bright red heat) in the presence of air, the metal burning with a pale blue flame and forming a cloud of zinc oxide, which is yellow while hot, but becomes snowy white on cooling.

Zinc oxide was originally known, in common with other chemical products of volatilization, as "flowers" of zinc. It was regarded as a laboratory curiosity until the high mortality attendant upon the manufacture and use of white lead in Europe led investigators to examine every known white substance in the search for an innocuous substitute. During the 18th century it was announced, both in England and France, that the oxide of zinc could be substituted for lead and demonstrations were made which convinced the savants of this fact. But it was not until 1847, when Leclaire, a contracting painter of Paris, stumbled upon the simple process of sublimating metallic zinc, that the material was produced on a commercial scale.

In Leclaire's process, which is commonly known as the "French process," metallic zinc is volatilized in retorts, the hot vapors issuing therefrom being met by a current of

air which completely oxidizes them. The resultant product is led thence through a series of pipes and chambers, where the oxide is deposited as a flocculent, impalpable white powder.

This process was the only one in use until Samuel T. Jones, an American, in 1850 invented a special furnace for the direct sublimation of the zincite—a natural oxide of zinc, colored red by the presence of manganese—found at Sterling Hill, N. J. The supply of zincite was soon exhausted, and but for the invention of another American, Col. Samuel Wetherill, the paint trade of the country would be dependent for zinc white on the more expensive and round-about French process.

Col. Wetherill's invention consisted in mixing the Franklinite, found in almost inexhaustible quantities at Sterling Hill and Franklin, N. J., with finely divided anthracite and oxidizing it in a closed furnace, an air blast applied through a perforated grate supplying the necessary oxygen. The products of combustion are carried through a long series of pipes and condensing chambers in which all ingredients except the fine white oxide are removed, the latter being finally collected in long muslin bags, through which the gases of combustion filter away.

This is known as the "American process," and has proved a boon to the paint manufacturing trade by permitting the production of a high grade, dense zinc white direct from the ore, at a figure far lower than is possible by the more circuitous French process.

Franklinite, from which the larger proportion of the zinc oxide used in

* This is the first of two articles on zinc white written specially for THE CHAMELEON. "Blanc de Neige" is the nom de plume of a well known writer who has given particular attention to the study of zinc and its uses.—*Editor.*

America is produced, is a unique ore, and strange to say, the great deposit in the vicinity of Franklin, N.J., is the only known body of it in the world. It consists of zinc, iron and manganese silicates and oxides, imbedded in a gangue of calcite. The masses of Franklinite are first crushed and then passed between the poles of powerful magnets, which separate the Franklinite grains from the other material.

The residues from the oxidizing furnace, consisting principally of iron and manganese, are smelted in a blast furnace, producing an excellent grade of spiegel eisen, which is much in demand for the manufacture of Bessemer steel.

The great deposit of Franklinite at Franklin is of great interest to mineralogists and geologists, not only because of its unique character, but also because of its great extent.

All Aboard!

BY E. M. WILLIAMS.

"WE have made an early start, and a start with a rush. The news we get from the 'road' is of a most encouraging nature. This will be the year of our greatest progress. We must make the most of these early months in the year."

The railroad department is just about living up to the sentiments expressed by the above extracts from the General Manager's leader in the last CHAMELEON. Look at some of these figures taken from our sales report for November:

Total gain, Railroad and Marine, over same month last year, 82 per cent.

Gain in Railroad and Marine trade handled by trade salesmen, 130 per cent.

Central Division leads in total sales by trade salesmen and also in per cent of gain.

Eastern Division comes next in total, but Western beats them in per cent of gain.

New England and Pacific Divisions, with no comparisons to make, show up well.

Canadian Division shows a gain of 76 per cent.

These gains are in all classes of goods. Here are the gains in the principle lines:

Depot and Special Liquid, 90 per cent.

Freight Car Paint P. M. 3 and P. M. 2, 110 per cent.

Quick Drying, 32 per cent.

Line Car Color, 240 per cent.

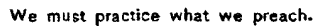
Varnish Paints, 160 per cent.

Oil Colors and Paste Special, 50 per cent.

Those who have made a good start in the work of these departments will keep it up and be well repaid for their efforts. You are all looking for a good thing. Here it is. Get into the band wagon right away. There are none of our lines more satisfactory to handle than these. You have no class of customers more pleasant to deal with. You will find no business which, when once started will come along more regularly and be easier to hold.

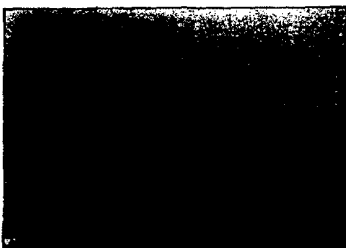
True, it takes some different qualifications to get and hold this class of trade, than those required to land a dealer. It is plain, though, that the man who can do both without detriment to either is the broadest and most valuable we have. It is our

sible business we hear of; and between us, to quote again, "it will be an exhibition of what can be accomplished by a body of able business men working together as one man for one common purpose."



BY E. T. PARSONS.

The photograph I send you shows them making an assault at early dawn on a defenseless powder magazine owned by the Union Hardware & Metal Co. One of the boys is doing some lettering under the owner's sign,



Orange Belters at work.

while the others are removing divers posters and circus sheets preparatory to covering that side with The Sherwin-Williams announcements. The manager is looking on at the work, though by his uniform you see he also takes part in the fray.

It is said of them that early one morning one of the boys nailed a MM-4 over a door of an apparently deserted cottage, and was surprised coming down the step-ladder by a sleepy Mexican, who, roused by the tapping of the hammer, opened the door and asked what was wanted. Hurriedly inquiring if Mr. Smith lived there our young man retreated, scarcely waiting for the drowsy negative of the surprised native, who doubtless to this day has not fathomed the mystery of that early morning call.

On one of the main traveled roads of the suburbs a large water pipe three feet in diameter had been exposed for about twenty-five feet of its length by the grading of the street. This pipe The Orange Belt Paint Co. appropriated and covered with effective lettering, keeping it brightly re-painted from time to time. One day a certain

baggage and transfer company covered over The Orange Belt Paint Co.'s signs with their own advertisement. The Orange Belt Paint Co. at once sent out their man and had it re-lettered with The Sherwin-Williams' notices. Next morning the transfer company re-painted it, and at noon The Orange Belt Paint Co.'s man had covered their work again.

This went on daily for nearly a year, varied at times by The Orange Belt Paint Co.'s man lying in hiding behind the fence to lose no time in covering the transfer company's sign after the departure of their man. It came to be the chief excitement of the vicinity. Partisans on each side sent word to their respective favorites, and for miles the country people and the train men on the passing trains of the Southern Pacific Railway looked with keen interest each day to see "which was on top," thus affording a most lively advertisement for both of the competing concerns. Finally the transfer company withdrew from the contest and the pipe continues to show the colors of The Orange Belt Paint Co. over a series of coats of paint fully an inch thick.

I trust our friends will not have wearied of this rambling tale of "how it was done." The pith of the story is: keeping everlastingly at it, working while your competitors sleep, and rousing by your enthusiasm and willingness to take a hand the enthusiasm and interest in your employees that leads them to enjoy with you that keenest of all chases, the pursuit of success.

"XY" Work With Newspapers.

IN the Central Division they are having most excellent success in what they call "work with editors of

local papers." It is a scheme for pushing the use of our "XY" electrotypes and is recommended to all the

representatives as a very profitable way in which to spend a half hour in each of your towns.

The idea as Mr. L. J. Fasquelle, Mr. J. H. Vance and others are carrying it out is to explain our "XY" methods very carefully to the editor or advertising manager of the papers, showing how easy we have made the work of advertising for our dealers, and how well the way has been paved for the newspaper man in taking up the subject with them. The newspaper man cannot fail to recognize that we are aiding him quite as much as we are the dealer in this work. He is sure to appreciate that the man who has a stock of prepared ads constantly at hand and to whom we are constantly talking the value of advertising is pretty apt to make a good advertiser, and that it will not be a fruitless task to solicit him.

A little quiet work with the editors along this line will pay. It will increase the use of the electros, and increase your customers' trade. It means that after you have gone over the "XY" and advertising ground with the dealer and are out of town, there is someone else to continue the work and cultivate the seed you have sown.

In addition to this you gain the good graces of a class of men who are frequently in a position to give the Company or our agents a little free advertising if so disposed. It is well to show them that we believe in their work and are doing our share to help them.

Try the plan. Make a point to do so at your very next town. It will take only a short time, but it will be long in results.

"Owe No Man Anything."

BY W. C. ROBERTS.

A right command given at the proper moment has done much to determine the destiny of nations as well as individuals. It was so with the command that we have chosen for our subject, falling from the lips of a Roman, whose keen observation noticed the rising tide of a desire on the part of his fellow citizens to avoid accepting their just responsibility regarding the payment of tributes.

Though over eighteen hundred years have passed, the present time presents a need for such a command. As it is a fact that there is a general carelessness and lack of system in paying bills when due, a subject worthy of our attention presents itself. Anyone having experience in the business world today, must see the unrest, business disaster and ruin that are the results.

A debt is a contract and, therefore, contains binding obligations on each party to fulfill its part. For instance, if a person has had a house painted, the work having been done satisfactorily, the painter has done his part and all that remains is for the owner to do his—pay the bill, not six months later, but when the work is complete. Moreover, the workman is entitled to the entire bill, not a few dollars down and more later, but the payment should be in full and when due. No more forcible words can be found, touching this subject, than those taken from the Hebrew law, "Thou shalt not oppress a hired servant that is poor and needy, whether he be of thy brethren or of thy strangers, that are within thy land within thy gates. At his day thou shalt give him his hire, neither shall

the sun go down upon it for he is poor and setteth his heart upon it, lest he cry against thee unto the Lord and it be sin unto thee." It would seem almost as if the people of today were clamoring a contradiction to the great teaching "The laborer is worthy of his hire."

Franklin says "Man forfeits his liberty when he runs into debt." How true this is; and more than this, he is responsible in part for an endless chain of dissatisfaction, want and poverty, for it is not only the tailor who suffers, when the clothes which he has made are not paid for, but he in turn must keep someone else waiting, and so it goes along the line. It is strange, as we study these conditions, that we so often find that those who are the best able to pay

their bills are the ones most careless in attending to them promptly.

We that are credit men must appreciate what a help it would be to us if this evil could be remedied. In our various fields we can, at times, do much by the Co's complete methods to relieve the situation. An example of this was clearly shown by one of our largest customers, who for years had had no system of accounts, never examining his bills, paying for his goods when he got good and ready, but who is now keeping a bank account, has a clerk who checks his invoices, and pays regularly his bills when they come due, so making himself one of the best customers on our books. As we educate our customers to use Prepared Paint, so we can educate them to keep accounts in good shape.

Business Tone.

BY J. H. GORDON.

TONE is as essential in a business organization as in a musical instrument. Without tone, an instrument is as a useless piece of furniture, and a low toned business, conducted by low toned men, on low toned methods, is an abomination. Saloons, gambling dens, and such like, are not referred to, because they have no claims to respectability, although patronized and supported by many who are looked upon as "toney".

It is, however, unfortunately too true, that there are houses in all lines of trade whose principles and methods are decidedly low, because, to put it shortly, the men at the head are not high-toned. Unless the leaders are men of honor and actuated by the highest motives, it is useless to expect the business to possess tone.

There are many shining examples today of houses in trade noted from

the beginning for tone, and it is probably true that only such houses survive or can live through all the storms, financial and otherwise, which have to be met as the years roll by.

Tone pays. It pays the employer, or shareholder. It also pays the employee, whether he be on the road, in the factory, sales room or office. It pays him not only in the security he feels in his position, but also in the justifiable pride he possesses in knowing that he is connected with a concern which has a world-wide, honorable reputation.

To the readers of this little journal I would say, be "high-toned" in the true sense of the word. It is your duty, and it should be your pleasure to keep up and add to the splendid reputation this Company has established in its long career of over thirty years.

How Some of Our Goods Are Used on No. 2.

BY EDWARD S. BLANCHARD.

THE photograph reproduced on this page shows a steel shaft that carries Carbon Paint, Red Diamond Brand, 225 feet into the air.

The building is the power house of the Toledo Traction Co., at Morison and Water Streets, Toledo, Ohio. The stack is one of the largest steel smoke-stacks in the country, 178 feet high (225 feet from the street level) and 15 feet in diameter.

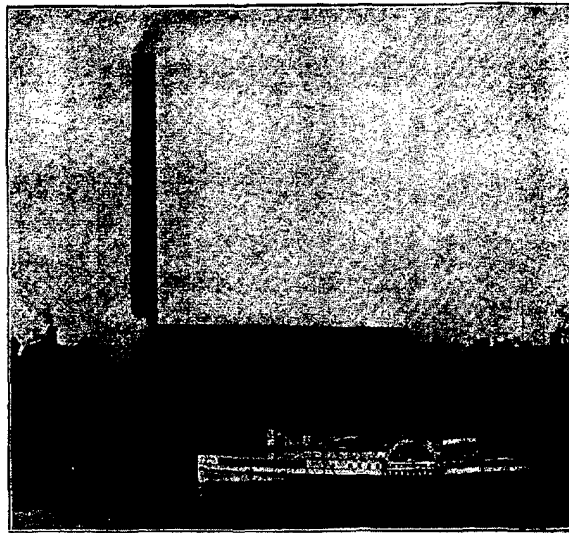
This stack was painted two years ago with 18½ gallons of Red Diamond Brand Carbon Paint.

When I talked the Purchasing Agent up to the point where he wanted to buy he asked the price, and nearly fell off his chair when I told him.

Then he told me they had been paying but 65 cents per gallon, that it took a barrel of the paint to cover the stack and that it had to be painted every year.

I had figured the area of the work while he was explaining this and gave him another facer by telling him I would guarantee 20 gallons of our goods to give the stack two coats. He did not think it could be done, but finally gave me the order.

When the work was finished there were 1½ gallons left, and after that I had no trouble in making him believe what we had to say about covering capacity and quality of our goods. As was said before the painting was



Toledo Traction Co. Power House.

done two years ago and is in first-class condition today.

Our goods are standard with the Traction Company now, in every department of their works. 513 and 514 car body colors; 652 roof and floor colors; Special Ivory for concave panels; 515 for signs with aluminum letters; Special Portland Amber; Indian Red, Ivory Drop Black, Sienna's, etc., used for striping and Boston Green for truck, sills and platforms.

We have also placed some good orders for Carbon Paint in the Toledo Water Works Department, where the paint is standard with them for all iron work. Last year they used it on

964 hydrants. The stand-pipe used by the Department is the highest used for the purpose in the world, being 260 feet high, 220 feet above the floor and 5 feet in diameter. It was painted with Carbon when it was in very bad shape from rust and took about eight gallons Carbon and eight gallons boiled oil to give it two coats.

Carbon Paint has also been used with perfect results by the Water Works Superintendent to paint the inside of a tank that was becoming very rusty. This business was worked up through Mr. O. T. Conover, chief engineer of the department, who is a most enthusiastic believer in Carbon Paint.

Some "Do It Now" Principles.

It is by doing our duty that we learn to "*do it now.*"

So long as men dispute whether or no a thing is their duty, they get never the nearer. Let them set ever so weakly about doing it, and the face of things alters.

They find in themselves strength which they know not of. Difficulties which it seemed to them they could not get over, disappear.

It has been well said that no man ever sank under the burden of the day. It is when tomorrow's burden is added to the burden of today that the weight is more than a man can bear. If you find yourselves so loaded, at least remember this: it is your own doing, not God's. He begs you to leave the future to him, and mind the present.

I have been a great deal happier since I have given up thinking about what is easy and pleasant and being discontented because I couldn't have my own will. Our life is determined for us, and it makes the mind very

free when we give up wishing, and only think of bearing what is laid upon us and doing what is given us to do. Did you ever hear of a man who had striven all of his life faithfully and singly toward an object and in no measure obtained it?

If a man constantly aspires, is he not elevated? Did ever a man try heroism, magnanimity, truth, sincerity, and find that there was no advantage in them,—that it was a vain endeavor? "*Do It Now.*" WM. B. HAIGHT.

A model young man's characteristics are honesty of speech, respectability of carriage, industry of mind and consideration for others. With these a young man is as "*model*," as it is given for an earthly being to be. —Edward Bok.

Macaulay said, the world generally gives its admiration not to the man who does what nobody else attempts to do, but to the man who does best what multitudes do well.



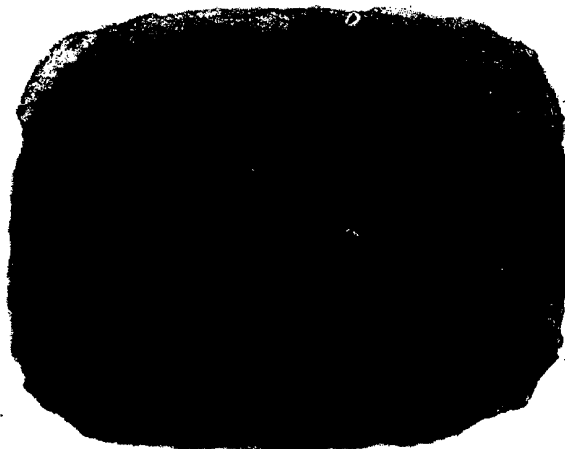
NEW epoch in the history of the Company began last month when we placed a line of Varnishes on the market in the United States.

The event is not so important in Canada where we have been making and selling our own varnish for a number of years, but in the United States it marks a more radical

change, though not an unnatural one, than almost any other since the Company began paint making.

The action involves us all in greater responsibilities and greater opportunities. It opens up new fields and new duties. As Paint Makers we have established a reputation for quality and uniform excellence that as Paint and Varnish Makers we shall be expected to live up to. This obligation rests upon every employee of the Company. Whatever share you have played in keeping up the high standard of our work must be continued with double force now that we have entered the varnish market and are lined up with a number of very worthy new competitors.

This article is to fortify you in regard to our Varnishes and our Varnish equipment and to show what we have already done in living up to our reputation.



One side of the Melting and Boiling House.

The Sherwin-Wi

The buildings of the Varnish Department are located on the south-west portion of our site. They started in October of 1897 and were completed in March. For a year past we have been using the new varnish in a temporary structure much farther back than

The new buildings gave us an equalled any where. There is no other varnish factory in the country that occupies more space but none so conveniently arranged for up-to-date appliances. We have original ideas that are vast in scope and enable us to do things that no other varnish factory in the world can do.

The two main buildings of the Varnish Department are the boiling house and the storage house. They are complete as money and brains can make them. A score of interesting and novel details are not detailed here, but are potent in their effect. A little better than a photograph of a corner of the factory, the fourth series of tanks on the ground floor, had been a

Besides these buildings there are a thinning or reducing house, a laundry and washroom, a shed, a laundry and washroom throughout the entire plant, oils, etc., doing away with all the old ways of having everything thoroughly cleaned all times. The buildings are well constructed and lack nothing in making.

What we have done and the facilities we have provided was told in the Convention talk. We print it here.

Mr. Beardslee's Convention

The subject of Varnish is of great interest for we personally become interested in its peculiarities, we are due to the varnish. For the work at the factory for a long time has been along lines that really in what we were after applied business.

We were not thinking at the time but as a matter of fact, when we started years we have been devoting

Williams Varnishes.

ish plant, are located in the wetland property. They were id completed on the follow-previous we had been making ture, while our experiments that.

us a varnish equipment un-are a few varnish plants in re ground space than ours, uted or containing so many have adopted a number of provements over old methods that are impossible with any orld.

the plant are the melting and building, each of which is as could make it. They contain vel features that can not be factors in making our var-the other fellow's." The storage room was taken be-, now under the galleries on ided.

re are a gum storage house, use, a filter house, a cooling ms. There are cement floors and a system of piping for barrels, that make it possible clean and free from litter at all fire proof, steel and brick; necessary to good varnish

ean to do with these splendid eneral Superintendent's con-re in full.

Talk on Varnish.

has always had very great in-ause so many of the com-hich paint is heir to, are same reason a good deal of number of years past, has eant varnish making, although i particularly to our paint

at time of varnish making, for the last seven or eight; a considerable part of our



Corner in the Storage Building.

time in our laboratory and our experimental department to the study of linseed oil in its various forms and the various ways in which it could be treated and manipulated, we were really laying the foundation for the varnish business. As Mr. Cottingham has said, the varnish business comes to us as a matter of growth, easy growth.

The immediate cause of our getting into the varnish business more directly, however, came through Mr. Pratt in his department. We found in the Carriage Department an increasing need to manufacture our own raw materials. It was not so much on account of the competition, on account of the price we had to pay for those materials or on account of any saving that we made, as it was that we might be able to watch and control the quality of the goods; that we might be able to know what we were using. In that way we went another step in advance and that step proved perfectly safe. Some two years ago the consensus of opinion among the men seemed to drift quite strongly toward putting a line of varnish for trade sales purposes on the market, and last year the matter came up with such force at the convention that we said, "Well, we will go into it."

I want to tell you the way we went into it. When we had decided to go into the varnish business, we went

(Continued on page 308.)

EDITORIAL

Where Success Fails.

Success is a misfortune to some men, and failure a blessing. They stand up nobly under reverses and fall with prosperity.

Men who were giants of patience and kindness when luck was against them have been known to dwindle to irritable, selfish fractions of their former selves when the wheel turned and success came. Men who were honorable and respected while poor have grown to be less highly esteemed with every step toward riches.

It takes a strong man to remain unharmed by success. He must be strong enough to keep a level head, a good heart and a sound stomach. He must be strong in humility, unselfishness and temperate living. These three things he cannot cultivate too carefully. Where they are lacking success fails.

To be successful does not mean that we have piled up opportunities for self-indulgence. It doesn't give us the right to pamper our own tastes and whims exclusively. It doesn't even give us the right to trample on other men's privileges, to lord it over our former associates and cut old friends. If we use it so we are miserable failures.

A successful man needs to curb every tendency to excess—tone himself down. He must cling as long as possible to pre-success appetites and standards, and above all not let his nose get too high in the air. A man spoiled by success is a sorrowful sight, whether spoiled through excessive living or excessive vanity.

Success also fails if we take it as a signal to cease striving. We drift down stream as soon as we stop pulling up. The usefulness of some men

ends with a raise in salary. They are actually worth less after the promotion and their taste of success than before. A little success, like a little knowledge, is dangerous. We can undo years of glorious strivings in the first few hours of success. It takes all the judgment and commonsense we can muster to pull us safely through.

"Nothing succeeds like success." Yes, that is true, but there are pitfalls all along the way, and failure sometimes masquerades to lure us into them.

It is very easy to misuse and pervert success. We need to have our wits about us when it comes.

The End of Volume Two.

Volume two of THE CHAMELEON rounds out a full year with this issue.

We feel some pride and no little regret as we look back at the year's work. But we shall not sing our praises or mourn our faults here. Whatever has been done of either the good or bad is simply a lesson for future efforts. Everything in the year just ending is to be improved in the next.

We have had a year's experience. It has taught us a number of things, but none more certainly than our need of assistance. THE CHAMELEON does not owe its continued success to the management, but rather to those in the staff at large who have given it such splendid and practical support.

This support we shall be still dependent upon. We are planning ways and means for drawing it out, and when your help is asked along some definite line give us your best effort. Do not wait for these definite instructions however. Send in suggestions, outlined facts or finished articles, any

and every time you can. We need more than you can possibly give us.

Your co-operation is absolutely necessary to next year's success. The continuation of THE CHAMELEON rests with you.

If you are anxious to see it kept up you must bear your share of the work.

We do not, however, contemplate any difficulty in bringing out an interesting number regularly each month. The supply of good material will never be exhausted so long as the Company lives and your interest does not flag—two quantities on which we feel we can depend.

This is a good opportunity to repeat the purposes of THE CHAMELEON as published in the first issue:

- 1st. To give useful information about our goods.
- 2nd. To keep our staff well informed of changes and improvements in our business.
- 3rd. To unite the widely separated points of our business.
- 4th. To keep all in touch with headquarters.
- 5th. To foster good fellowship and interest in one another.
- 6th. To help make our work a pleasure.
- 7th. To stimulate us to greater efforts.

We believe the accomplishment of these objects is worth our best effort, and we believe you believe it too.

Arrangements have been made for binding the complete volume of THE CHAMELEON. If you are fortunate enough to own an entire set, send it to us carefully wrapped and we'll see it is suitably bound.

There has been an unfortunate variation in the size of the separate issues that makes the matter of binding require special attention. The difficulty will not arise another year. But for this year, if you prefer getting the binding done yourself, we would suggest leaving the book untrimmed. Your best plan, however, is to let us do the work. It will involve no cost to you.

This season of the year is a good time to consider one's relation to life in general. Our view of the world and the position we occupy can broaden now, if it ever can, and take in the true situation.

Try to find out something about your true self. Question your purpose. Question your use of the hours and money at your disposal. Question a hundred and one things that have had to work themselves out as best they could in the hurry and toil of the year.

And as you take this good, wholesome view of things, just bear in mind something Carlyle once said:

"The wealth of a man is in the number of things which he loves and blesses and which he is loved and blessed by."



BRUSH MARKS

Central Division Notes.

The General Office realizes the value of good vigorous health and its maintenance in a practical way. At 10 a. m. and 3 p. m. every day all of the windows are lowered from the top and at a given signal by an electric bell, each one in the office rises and joins in a brisk three minute calisthenic exercise, which consists of eight double shoulder strokes and eight single shoulder strokes, up, side, forward and down.

Mr. L. J. Fasquelle holds the "banner" to date with fifteen cases of "Kopal." We hope that this record will soon be equaled on our other territories. Mr. Fasquelle has also been placing orders for the soon-to-be-famous "Carmenta."

The Akron Foundry Co. of Akron, Ohio, are strong converts to P. M. 5. A recent letter from them contains the following paragraph:

"We are now getting into the continued use of your P. M. 5 on the large contract we have on hand and it is working most satisfactorily, making a nice looking job. In fact we are so well pleased with it that we intend using it on some machinery that we have been building, which is rather more than can be done with ordinary paint."

Visitors to the plant have been rather few since the last record printed. Mr. E. J. Lawrence, of the Lawrence Paint Co., Binghamton, N. Y., spent a part of the 7th and 8th with us. Mr. A. B. C. Hardy, President of the Durant-Dort Carriage Co., Flint, Mich., and Mr. North, of the Lamson-Sessions

Co., Cleveland, called on the 8th. Mr. Hardy particularly expressed himself in regard to the cleanliness of our factory throughout.

Turkeys as usual, November 29th.

"Jill," true to her name-sake of the old nursery rhyme has gone "following after" Jack. She died on Saturday, December 9th.

There were 49,458 luncheons served during the last year, 3241 more than for the year previous.

Mr. J. C. Beardslee returned on the 13th from a ten day trip to New York and Montreal.

Mr. C. F. Pratt leaves New York on the 20th for a trip through Mexico and we may expect to hear soon that all the two-wheeled ox and mule carts down there have been brought up-to-date with P. M.

Do not overlook the architect. We hope for the more liberal specifying of S.W.P., Interior Colors, Fillers, Distemper Colors, Carbon Paint, Red Diamond brand and Graphite, also call attention to our offer of *Color Specifications free of charge.*

Impress upon your agents the opportunity for supplementing your efforts in this direction, when the architects are located in towns and cities where we have agencies. We have an important place in our Card Index for architects, names and also the name of their chief clerks, and we ask your aid in keeping it up-to-date.

Do not forget to report any S.W.P.



How they go at card index work in the Central Division.

agents who may have been omitted from the S.W.P. list.

We received a call the other day from Mr. Edward G. Buckwell of the Cleveland Twist Drill Co., who wished to look into our dining-room system. They are planning to devote the top floor of their new building to a dining-room where they can serve their employees with lunch, and having heard of our success were interested in taking up the subject with us.

Do not forget to help us fill our Card Index Bureau with good live information.

Western Division Notes.

Mr. Cottingham spent two days with us early in the month, previous to his departure for the Pacific Coast.

The usual distribution of turkeys occurred the day before Thanksgiving. Acknowledgements of the birds on the part of the new representatives indicate that they are not used to such a custom and were very agreeably surprised.

Cupid claimed another victim in the Western Division on Dec. 2nd. Miss Annie Schoenig was married on

that date to Mr. C. Fuchs. Miss S. has rendered us efficient service in our dining-room since it was inaugurated and was assistant to our janitress. She was remembered in a material way by both representatives and office employees.

Mr. Pratt recently spent a few days with us, one of which was devoted to informing our Mr. J. H. Williams fully on the P. M. System.

Mr. Slater spent several days with us, preparing to depart for the headquarters of the Pacific Division. We are very sure that his agreeable personality will make him many friends in his new home, and his past gives assurance that the Division of which he has charge will be well represented by a fair proportion of total sales.

Mr. Wheeler again "bobs up serenely" with his annual order from the Henry Bosch Co., Chicago. Probably the most interesting item is 100 tons of Standard Lead.

Previous to the canvass of his own territory, Mr. Billau has been appointed to "break in" some of the "colts". He is now in Minnesota with Mr. McCormick and we are positive his efforts will "help some."

Mr. Weare returned from the East Dec. 4th, feeling considerably better than at the time he departed from Cleveland. His eyes are still weak, however, and will require considerable attention before they are again in their normal condition.

Mr. Greene, one of our "colts", started on his initial trip Nov. 27th. Before the week was out we had received three large stock orders from

him for new S.W.P. customers. A pretty fast pace, but we believe he can keep it up until hot weather sets in.

Eastern Division Notes.

We don't want to say that our boys are "Convention crazy," but they all agree that we never had a more profitable and enthusiastic meeting, and are now looking for game with full courage and both eyes on the gun.

Mr. E. M. Richardson, "genial Rich," has been with us for the past few days, feeling much better in health and full of S. W. P.; that is, Shrewd-Wise-Plans, for new business.

Our November sales show a nice gain over last year—63 orders more received during the month than for Nov. 1898. Five new agents started in November against none at all a year ago. Weather continues glorious and most favorable for paint sales. Truly the ball is starting in good shape.

One representative writes of a test with our Hull White: "Our White is O. K. and the lead and oil put on beside it is turning yellow."

Our new S-W. flag now floats from our building and is attracting a good deal of attention.

Mr. Chas. W. Thompson has left for his Texas field, well equipped with new advertising matter, our liberal inducements and a fund of S-W. enthusiasm. We look for great returns from the Lone Star State.

Our boys have just finished the enjoyment of their Thanksgiving turkeys, and have more to say than ever about the excellent products of The S-W. Co.

Mr. W. B. Haight, Territory No. 70, is busy among the Florida everglades and is finding some good opportunities to offset the perennial verdure of the far Sunny South with the glowing colors of S. W. P.

Mr. M. B. Roberts, Territory 64, writes from a Pennsylvania town: "Mr. So and So is the best man, I have him heartily interested and we must have him." That is our doctrine and determination for 1900. We are after *the best*, and we must have them.

Canadian Division Notes.

All of our traveling representatives returned from Cleveland on the 20th ult., feeling more enthusiastic than ever about our products, and satisfied that the Nineteenth Annual Convention was the best and most beneficial yet held by our Company.

After a short meeting held at Montreal, getting more details regarding prices and advertising matter, they all left for their different territories, and we are glad to report that orders are coming in thick and fast for spring shipment.

"Expansion" will be our motto in every sense of the word as far as the Canadian Division is concerned, and we have made special arrangements for our representatives to call at every town of any importance from one end of the Dominion to the other this year.

The first month in our fiscal year far exceeded the same month in any year since The S-W. Co. has been established in Canada, both in sales and remittances.

We received another carload order by mail from The Russell Hdw. Co., of Greenwood, among which was 585

gallons of S. W. P.,—425 gallons in 5 gallon cans, the rest in 1s. They write us that as the Crow's Nest Pass Ry. has just reached their town, they are now able to get their shipments of goods direct. This is only another evidence of the prosperity that exists in the Canadian far west.

New England Division Notes.

We are moving.

Pacific Coast Division Notes.

Mr. Cottingham, Mr. Sclater and Mr. E. P. Williams have been in San Francisco a number of days completing arrangements for the opening of our office and warehouse here.

The location selected is at 118 Second Street, and as soon as we are fairly settled a photograph will be published to show how our "farthest west" home looks.

Two car loads of goods left Cleveland on the 9th and 10th respectively. Other car loads will follow very shortly, so that the greater part of our stock will be in hand by the first of the year.

Houghton, Mifflin & Co., New York, have just published "A Dividend to Labor," by Prof. N. P. Gilman, in which our factory methods are given some prominence. A little over a page is devoted to very favorable comment on our work.

The Chameleon Still Gains Friends.

Office of Fels & Co.

Manufacturers of Fels-Naptha Soap,
1710 Market Street.

Philadelphia, Dec. 5, '99.

The Sherwin-Williams Co.

Gentlemen:—If you are still publishing the monthly magazine, THE CHAMELEON, will you kindly send me a copy? We are also much interested

in improving the condition of employees and think we may get some suggestions.

And oblige yours sincerely,

MAURICE FELS.

Mr. A. M. Parks.

Dear Sir:—Please accept thanks for your kindness in putting my name on the mailing list for your periodical. I hope that in our study of these questions we may both find suggestions that will be of value.

Yours truly,

NATIONAL CASH REGISTER Co.,

E. L. Shuey,

Advance Department. S. M.
December 6th, 1899.

This Would Make a Nice Order.

The Eiffel Tower is being brightened up for the World's Fair of 1900 with two coats of enamel paint. It will take 50 tons of paint to do the job. Five shades of enamel will be used. The summit and dome are to be of chrome yellow, the succeeding shades graduating down to a deep orange at the base.

Some Railway Department Records.

Mr. E. M. William's article on another page of this month's issue shows that the Railway Department has steam up and means to make great records this year. The first month is setting a hard pace for the others to follow. For instance: On November 25th an order was received from the Pressed Steel Car Co. of Pittsburg, for 10,000 gallons of Standard Freight Car Paint. This is the largest single order ever received at Cleveland, and with the exception of a Pullman order of the same size received one time at the Chicago factory, the largest in the history of the Company. The paint is for 2000 steel cars for the B. & O.

On November 28th orders were

entered in the Railway Department for 11371 gallons of Freight Car Paint and liquid, 400 pounds of Q.D. Colors and 3900 pounds of paste goods.

There are eleven more months to come.

Gains All Along the Line.

"Well begun is half done," that's an old saying and true. The report of sales for November, the first month of our new year, shows a large gain in every Division and every Department.

Already we can begin to look back on a part of the work accomplished, as well as forward to what is yet to be done. This good start is full of encouragement to each and every one of us to put our best efforts into the work of making this the year of our greatest progress. The gains so far for December are even greater than those made in November.

In his opening remarks at the Convention the President urged the selling force to "make hay while the sun shines." We've made a good start, keep it up, keep it up, keep it up.

First Quality Landscapes.

One of the most interesting window attractions in Chicago may be seen on Wabash Ave., near the corner of Van Buren St. Here, during many hours of the day, is seen an interested crowd watching in wonder the "Lightning Artist," Mr. H. H. Englehart, at work on his ten minute oil color paintings. The chief ability of this gentleman lies in his dexterity of painting landscapes. These he executes even to their minute details, in ten minutes. He claims championship honors for this kind of work and is always willing to back this claim. These pictures are not to be compared with most pictures which are painted

in a similar way and given away or sold for advertisements. His is a straight forward business, selling his pictures outright for from twenty-five cents to any amount above. His more expensive pictures, of course, take more than ten minutes to paint, and are not always painted when on exhibition.

Speaking with this talented gentleman, the writer learned that most of the paint entering into these pictures, is that of The Sherwin-Williams Co., and to prove his statement, the writer was asked to look in a back room, where many cans of First Quality Oil Colors were standing. Talking on the merits of the paint, the artist said in many respects, our colors are superior to the various tube paints.

H. J. HAIN.

Suggestions During November.

The suggestion plans spoken of in the October CHAMELEON have been carried out with very good success.

All the departments at Cleveland have taken up the work in the true spirit of helpfulness and we are able to report the following employees as having submitted suggestions for improvements in their respective departments during November:

John Bradley, Oil Dept.
Peter Luzius, Night Watchman.
Henry Noble, Oil Dept.
J. P. Gibbons, A. Dept.
Walley Steyer, C. Dept.
J. G. Weber, Finishing Dept.
J. C. Earl, Foreman Printing Office.

S. W. P. 2500 Miles from Home.

The following letter was received by our Vice-president from one of Cleveland's old citizens:

Mr. E. P. Williams, Cleveland, O.

My dear Williams—As I was strolling through the streets of this far-away town this morning, I discovered your

familiar banner "hanging on the outer walls" of this establishment, and came in and made myself known as a live Buckeye from Cleveland, and received a royal welcome. The house is a live one, doing a large business, and the proprietors are *hustlers* as well as gentlemen.

Very truly yours,

H. S. WHITTLESEY.

Astoria, Oregon, Oct. 27, 1899.

Didn't Want to Lose It.

The Sherwin-Williams Co., Cleveland.

Please don't let any one have the agency for your paint here except me, as I think we can do a big business with the paint after we get a job or two done. They have always had the old idea here that lead and oil was the thing, and one of the painters here after using the paints I received of you last week says it will go as far as two gallons of lead and oil, and there is another job or two in sight. After we once get it introduced I am positive we can do a fine business.

Kindly yours,

L. J. REES, Druggist.

Georgetown, O., Sept. 9, 1899.

"Wears Longest."

A fellow traveller wished to know what line of business I was in. I replied that I was selling The Sherwin-Williams Paint.

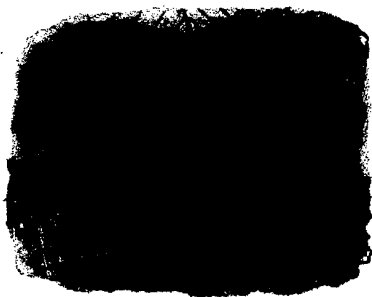
Said he, "Why we are both carrying the same line—*hardware*." He travels for Aupplee Hardware Co.

JOSEPH P. MINETREE, JR.

I have sold goods on the road for nearly fifteen years, and have met with all kinds of business firms, and from my heart I can say that I never found (neither did I think a firm existed) like ours. Since the first day I came to our offices in Cleveland and met Mr. Parks, up to the present moment, I have received nothing but kindness.

My work when at the office or on the road has been simply a pleasure, for although selling paint is not an easy matter, still the kind help of the house makes the fight a happy one.

W. W. WALTON.



Filter Room in the Varnish Factory.

The Sherwin-Williams Varnishes.*(Continued from page 299.)*

carefully over the list of the people who were now doing such a varnish business as we cared to look after for the present, and we picked out six of the people who were most prominent—when I say most prominent, I mean by virtue of their reputation, not by virtue of the quantity of goods which they sold, because we realized that that might be due to price. At the same time we included a sufficient number of the cheaper makes, so that we felt that in this line we had secured a fairly average sample of the competition that The Sherwin-Williams Company might



Yard scene showing the storage building.

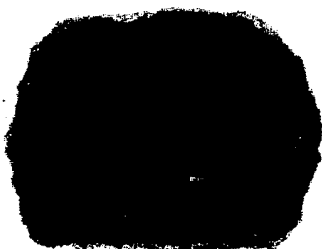
expect to meet in undertaking this business.

We took up each particular line by itself, each particular label, each particular type of goods and examined them all carefully. We had before us the list prices and the approximate discounts of each one of these various brands. At the same time we had the goods which we sell in Canada in the same grades. We made a careful comparison—a comparison which included the physical characteristics of

the varnish, its consistency, its thickness, its spreading qualities, working qualities under the brush, its drying, the probable amount and quality of gum that was used and so on. We found, much to our surprise, a very great lack of uniformity, we found that no one had a monopoly upon the quality of varnish, we found that one maker excelled in one particular and one in another. Then we picked out from these the best piece of goods under each label. We picked out the best No. 1 Coach and the best Furniture Varnish, etc., and the task that we set ourselves to was to duplicate or improve on those.

It was in a good many respects a comparatively easy matter, because we had all of the experience that we had gained in Montreal to draw from, and as it proved in a number of instances that our Montreal goods were practically identical with what we found the best on the market here, the question of formula made us no trouble. We had our Montreal Varnish Maker come down here and spend a month, we went carefully over the subject, went through his formulæ, and went through our own formulæ. We took the practical knowledge that he possessed and the practical knowledge that our own Varnish Maker possessed, along with our own theoretical knowledge, and worked up what seems to us a most excellent line.

I believe that though we may find some slight difficulties, it will prove to be a line of all round average excellence, good quality, will be certainly second to none and I believe better than most. Those of you who know me best know that I am not prone to over-state or exaggerate, and when I say "second to none," there are a good many of our people who would say,



"Pumping out" in Thinning Room.

without any "ifs" or "ands," "The best on earth," but I am quite willing to leave that to the test of time.

With reference to the general subject of varnish: We have all of us (and I among the number) been taught to believe that there was a certain haze of mystery hanging over the varnish business, that there was something, nobody seemed to know what, that rendered it peculiarly hazardous and dangerous, that made complaints possible, while everybody had them and few tried to explain them. I want to say to you right now that you probably will have complaints, I do not doubt it, and possibly some of them will be justified, although I don't believe many will; but what I want particularly to urge upon your attention is this: It is my earnest conviction that there is no mystery in the varnish business other than the attempt on the part of many people to make good North Carolina rosin take place of Kauri Gum, and benzine take the place of turpentine.

In other words, the mystery of the varnish business is simply a question of common honesty with yourself. You can not make a first-class product, you can not make the best product of its kind, the best varnish for any particular purpose, and use inferior materials. I think that must

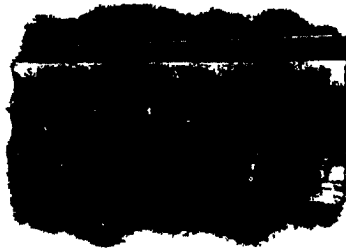
be self-evident. It is possible, however, by the use of certain manipulations, that are familiar to most varnish men, to improve the quality of rosin, to get an apparently better result out of rosin than you think it is entitled to, and to cover up or smooth over benzine in ways that are dark and peculiar. Of course those things may be mysteries.

But it has not been our intention in going into the varnish business to do anything in a mysterious way. It has been our endeavor to find out in the first place what are the materials which will go to make up the very best varnish for a certain purpose and then to use materials with the greatest skill possible.

There has not been any design on our part to cheapen any of the goods in the line. You will of course understand that there are in every varnish line some varnishes which are cheaper than others. Some that are sold at what you may call a very low price. Evidently those varnishes can not be what you might term "pure". With reference to ours, I believe you will find that ours are, where they have to be of a second grade, equal or superior to anybody else's similar goods, and outside of



North end of Thinning Room.



Under the cooling shed

the very cheapest of the goods you will find no disposition on our part to put a little rosin into the better goods for the sake of saving a little something, yet that very thing is done oftener than people who are not thoroughly acquainted with the facts have any idea.

In other words, our attempt to go into the varnish business is based on the same general principle that underlies our paint business—an effort to give the very best goods for each separate and individual purpose that it is possible to make and at a reasonable price.

I want to say also with reference to the matter of complaints, that in my mind a large number of difficulties that the ordinary varnish concerns have, is due, in addition to the attempt to use inferior materials, or to an attempt to sell goods without sufficient age. That difficulty I can say to you we are going to aim to avoid. Most of you have seen our storage building and know that it is of considerable capacity and today is practically full of varnish. There are but few empty tanks in that entire building and we shall aim to give the varnish in them all the age that can possibly be desired. We will aim to have our goods so brilliant and nice in appearance that they shall look better than the

average goods which you meet of similar label, and when the question of durability and easy working and that kind of thing is considered, we believe we are going to give you as good as any, if not the best on the market.

We have thought it wise, in addition to what you may term a regular sales line covering the ordinary brands, to have a little specialty of our own called "Kopal" but I am not going to say much about that because I think it is more largely a sales department matter. However, so far as the manufacturing department is concerned this little specialty of our own we hope to see eventually in the varnish business what S.W.P. is in the paint business. You will find it is all right I can assure you.

When it was decided to go into the varnish business I went East to see the largest maker of tin can machinery in the country, with the idea of designing some special machine which would make a varnish can like no other varnish can on the face of the earth. I want to say to you that in my humble opinion the can when it is finished will be a "beauty". The machines involve a number of new principles in can construction, one of which has never been used before and is entirely original with us. In addition to this absolutely new principle there will be two or three "kinks" which I feel sure will commend themselves to you as constituting a very handsome package.

There is one other particular point in the varnish business in which we expect to be different from everybody else, that is, The Sherwin-Williams Varnishes are not going to be sold in wood, they are going to be sold in sealed packages put up by The S.W. Co. only, and in no other way.

