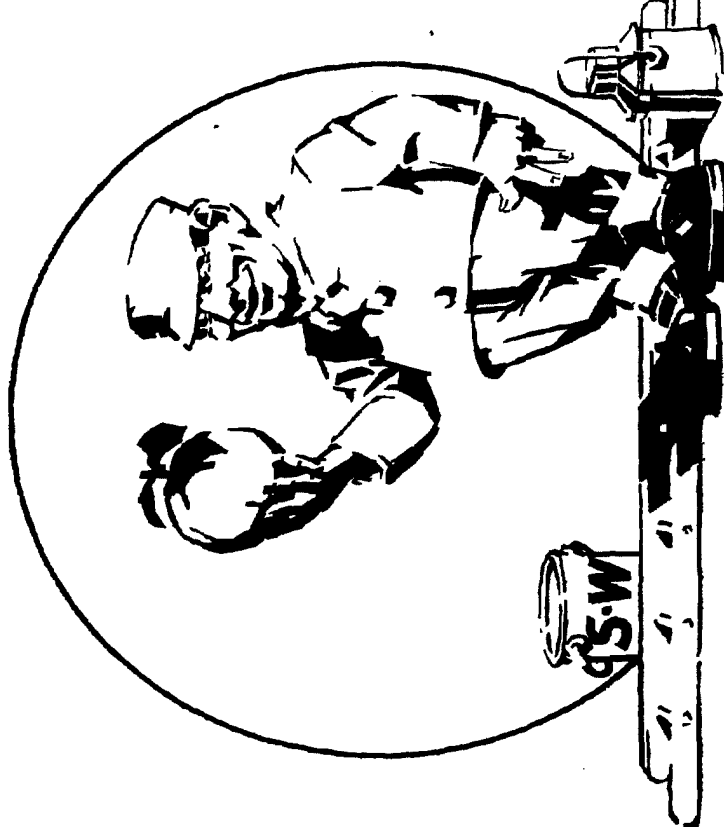


The Chameleon

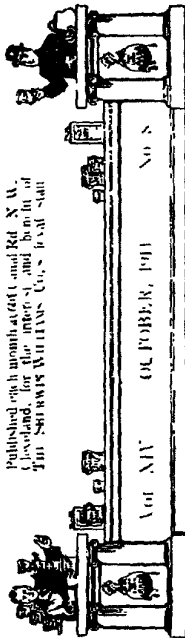


"SUCCESS comes not to
the man who waits,
Though he wait till the
end of time;
And the room at the top is
all reserved
For those who are willing
to climb."

OCTOBER, 1911

The Chameleon

Published each month at 1001 and 1002 N. W.
Cleveland, for the interest and benefit of
THE SHORWIN WILLIAMS CO.'S READ STAFF



Plans for the New Year

[This is a copy of Mr. A. D. Joyce's bulletin of August 29th, sent to all Managers. Sections of it have been resented to the representative, but we believe all members of the staff will be interested in our plans. "Ed."]]



WHEN this bulletin reaches you the fiscal year of 1910-11 will be ancient history and we will be entering on the threshold of a new and better one. The past year has been a very trying one in many respects, business conditions were not up to normal and the paint and varnish business was peculiarly affected owing to the unprecedentedly high prices for turpentine and linseed oil.

While the final figures have not yet been compiled, I can assure you that we feel very proud of the record that we have made in the face of the difficulties that confronted us. The new fiscal year will undoubtedly be a good average year. We do not expect it to be an extraordinarily favorable one for business generally, but we do feel that our own business holds out splendid promise if our plans are carefully laid and intelligently followed out.

There is no doubt that stocks in the hands of jobbers, agents and dealers are unusually small and that when stock-order time comes there will be a great opportunity of getting good liberal stock orders. Big stock orders well assorted mean big total purchases during the year. The merchant is forced to keep the stock "filled in" and thus his interest is kept alive.

It is essential that in planning your work this year you have in mind the fact that last year we found it exceedingly difficult to keep down the percentage of expense to sales and that taking our business as a whole the expense of securing the business was unusually high. It is important, therefore, that every Manager go back over the Consolidated Expense Reports for the past year and pick out every item that was unusual or that had grown out of proportion to our ordinary expense and definitely plan to eliminate these extraordinary items of expense from the reports for the ensuing year.

Make up your mind to a definite plan of action for getting the

maximum amount of business at the minimum of expense. In the matter of sales impress upon every representative the fact that in order to make the kind of a showing that we must make, it is imperative that each week's business show a gain over the corresponding week of last year. It is these steady, consistent gains throughout the year that count for final results on September 1st. Do not look for the distant future to make up present-day losses, but if you have a loss today plan to make a gain that will take care of this loss and more tomorrow. Keep before the representatives the absolute necessity of *pushing the new lines*.

In certain Divisions last year's results showed a loss in the sales of SWP. Go over every territory carefully with the representative in charge and point out to him just where these losses occurred and impress upon him the necessity of getting this business back in its old-time volume.

I would urge that you especially impress upon the minds of the representatives the truth of the statement that "to lose an old customer and to get a new one is not progress, but to keep the old one and to get a new one is progress." We want to keep all our old friends and customers and to make them more valuable and we want to go out and get a good many new ones during the new year.

Last year we did not take as many agencies from our competitors as we have done in times past. Therefore, it behooves us to study the other fellow's proposition with unusual care this year and to lay out definite campaigns for the bringing in of valuable new customers.

It is pleasing to note that there have been very few territorial changes at the beginning of the new fiscal year and that our staff of traveling representatives is intact. This puts us in far better position than if we were confronting the task of breaking in a lot of new men. With these tried and seasoned veterans we ought to be able to accomplish wonders.

We are anxious to make the most of our Fall Campaign during September and October so that when we come to the District Fall Convention we can have the finest kind of reports of substantial progress.

At the beginning of this new year let it be thoroughly understood that we are all working together to make each other's work a success in every particular. We are all ready to help. Let's go to it with vim and vigor and make 1911-12 "The Greatest Ever."

Yours very truly,

Adrian J. Joyce

Gen'l Mgr. Sales and Dist'n.

Changes in the Southwest



Mr. H. B. Sevier

MR. H. B. SEVIER, in position of Sales has been transferred to Lewis Berger and Son. He sailed from New York carrying with him the organization for successful endeavor. Before his office force at Omaha a handsome watch, photograph, and the record also made an individual monogrammed job.

The following lines will be treasured by many years to come:

The Omaha Dr.

Angus

Dear Friend Sevier:

You have read our Town Reports, you have our New Agents for the last time and the thought with mingled emotions and a feeling akin to pain and rejoice with you in your merited success; we regret, with keen sense of personal loss, that you are leaving. To the Omaha boys you have ever been a loyal friend, supporter, an incentive and an inspiration and we give you this gift, a mite expression of our appreciation for all you have done for us, yet eloquent of the thought in our words. We wish that in the new home, when you look at this job, or your eyes rest upon it, that it will come back to you with affection and the good wishes that "your boys" wish for you.

May you meet with unmeasured success in your new life and may there come to you and yours all the riches of life's storehouse, an abundance of health, happiness and prosperity. The good wishes, the fervent prayers and hopes of your boys are all with you.

God bless you, dear friend. God guard you, and we will meet again.

C. M. ATWOOD,
C. I. BERG,
F. A. WELSH.

L. W. COLE,
F. C. KENOWER,
F. A. BROWN,
L. J. HEIM.

Mr. W. P. Clark, who has been our Sales Manager in St. Louis, has been transferred to Omaha to take the place of Mr. F. B. Gable, District Manager. Mr. F. B. Gable, District Manager in St. Louis, will direct the work of the Kansas City District to his other duties.

Minneapolis Sales Division Outing



On Thursday, July 27th, the First Annual Picnic of the Minneapolis Office was held at Spring Park, Lake Minnetonka. A special car was attached to the regular Great Northern Lake train and the happy Sherwin-Williams crowd and their friends, numbering about one hundred in all, started from the Union Depot at nine-thirty.

Owing to threatening clouds, the baseball game between the office men and the representatives was called immediately after arrival at the Lake. The game afforded considerable amusement for players as well as spectators and was won by a timely "three bagger" in the sixth inning by Mr. J. P. Coleman of the Office team. Score, 7 to 6. A box of choice Haywards was awarded the winning team.

After the game, lunch was served in the Park overlooking the Lake. Cool breezes were blowing and the sun shone and gave promise of pleasant weather; but it was only to last during the feast. About 2:30 a cloud burst directly over us and the rain for which the farmers have been praying for two years, poured during the rest of the afternoon. Spring Park affords a very spacious pavilion and the balance of the program was carried out in this building.

The Program and prize winners follow:

1. 100-Yard Dash—Men Winners—Geo. Desmarias
N. E. Born
2. Ladies' Peasant Race Winner—Mrs. J. E. Trow
3. Three-Legged Race—Men Winners—Geo. Desmarias
W. Doyle
1. 25-Yard Dash Ladies Winner—Mrs. J. E. Trow
5. Baseball Throwing—Ladies Winner—Miss Loahr
6. Pipe Race—Men Winner—M. Flaherty
7. Prize Waltz Winners—Mrs. F. A. Randall
J. E. Trow

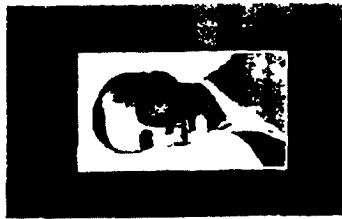
After the contests were over Mrs. F. A. Randall entertained the picnickers by several vocal selections and a reading.
The Misses Neville demonstrated fancy dancing in true professional style.

The N-W Quartet: Nordstrom, Randall, Desmarias and Holm, rendered several selections. The rest of the afternoon and evening was given to dancing and at 9 p. m. we started for the city all proclaiming that the first annual picnic was a big success in providing recreation, affording amusement and aiding in closer friendship with one another.

Reminiscences of the Road

How I Became Famous

By G. W. Burnell, Los Angeles Sales Division



Mr. Geo. W. Burnell

SOME of us, who have penetrated the dark and unexplored regions and planted our Sherwin-Williams banner, are certainly deserving of a Carnegie Medal. With my debut into the field of salesmanship there came the fond hope that some day I, too, might be adjudged a hero of the foremost rank.

It was with this idea in view, that one beautiful winter's day, seven years ago, I drove through the suburbs of Los Angeles, not knowing quite whether I was going. I had not been long in this section when I became simply enraptured with its environments. The air was fragrant with flowers of countless variety, while off in the distance towered the gigantic Sierra Madre range of snow-capped mountains, frigid appearing, and seeming to suggest what might be expected if I were unfortunate enough to be facing an eastern winter. And so I drove along almost in a dream of rhapsody. At one time there came a hope that my superiors would never know what a cinch I was enjoying, and I felt almost ashamed that I had drawn my salary the day before.

While in this mood, the horse suddenly stopped, and I was nearly pitched over the front of the magnificent buggy. Now, babe (the horse) was an intelligent beast, and had never been known to pass a Paint Prospect—whether a new house or a B.P.A.—so I immediately began to look around, and there, directly before me, was a new Hard-ware Store just opening its doors. Here, certainly, was a chance to become famous. Swiftly driving across the street and tying my horse to an orange tree, all covered with fruit and blossoms at the same time, I grabbed my satchel which contained everything necessary to "land" every conceivable kind of an agent, and I beat it back to the prospect.

I looked in and saw a busy little man. He was the proprietor. So, mentally rehearsing a proposed line of "talk," I stepped directly in and addressed him in this manner:

"Good morning, sir," handing him my card. "I represent the finest line of paint in the world—best for the customer and best for you. If you can spare me a moment



The New Texas District

N. ALGER ST. the 21st Mr. A. D. Joyce issued a bulletin, of which the following is a reprint, announcing the formation of the Texas District. "This will be of interest to all readers of *The Chameleon* who will doubtless recall to mind the words of the S-W song 'Expansion.' The entire force joins in wishing the new district the very best success and under the guidance of Mr. Ashbrook, we are confident that it will enjoy its share.



DEPARTMENT OF SALES AND DISTRIBUTION.

The development of our interests in the Southwestern District has now reached a point where we feel that the work can best be handled by dividing this district into two districts.

Accordingly, effective September 1st, what is known as the Texas Division will be known as the Texas District, comprising the Dallas Sales Division, Houston Depot and San Antonio Depot and store.

What has been known as the Kansas City and Omaha Divisions, including our Depot at Denver, will constitute the Southwestern District. Mr. Cable, to whom much of the credit for the development of the Southwestern District is due, will continue to be District Manager of the Southwestern District.

Mr. W. K. Ashbrook, who has been Sales Manager of the Texas Sales Division, has been appointed District Manager of the Texas District. Our Texas Division is no doubt but that the Texas District will show a rapid development.

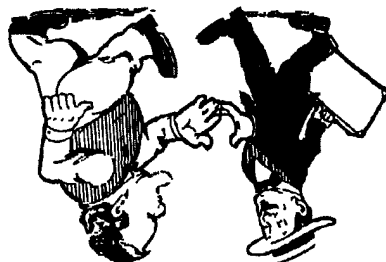
A new Promoting Department has been established at Dallas, the Texas District headquarters, and Mr. J. M. Jacobs, who has been Chief Clerk in the Promoting Department at Kansas City, has been appointed Manager of the new Promoting Department.

Yours very truly,

Wm. J. Joyce, Sales and Distribution

A Secret of Success

Some men are creators. They know what to do at the spur of the moment. Their keen eyes see through things, and they bring all their forces into play in the game of life. They are well balanced, tactful, quiet, concentrated, punctual, persevering, determined. Endowed with superb mental poise and calm judgment, they grasp and execute new combinations. The trackless forest reveals where they advance. Great commercial enterprises, the ushering in of a new epoch in the world's industrial workshop invariably originate in the brains of such. Thenceforth, a sound body and clear head is the secret.—*Brainist.*



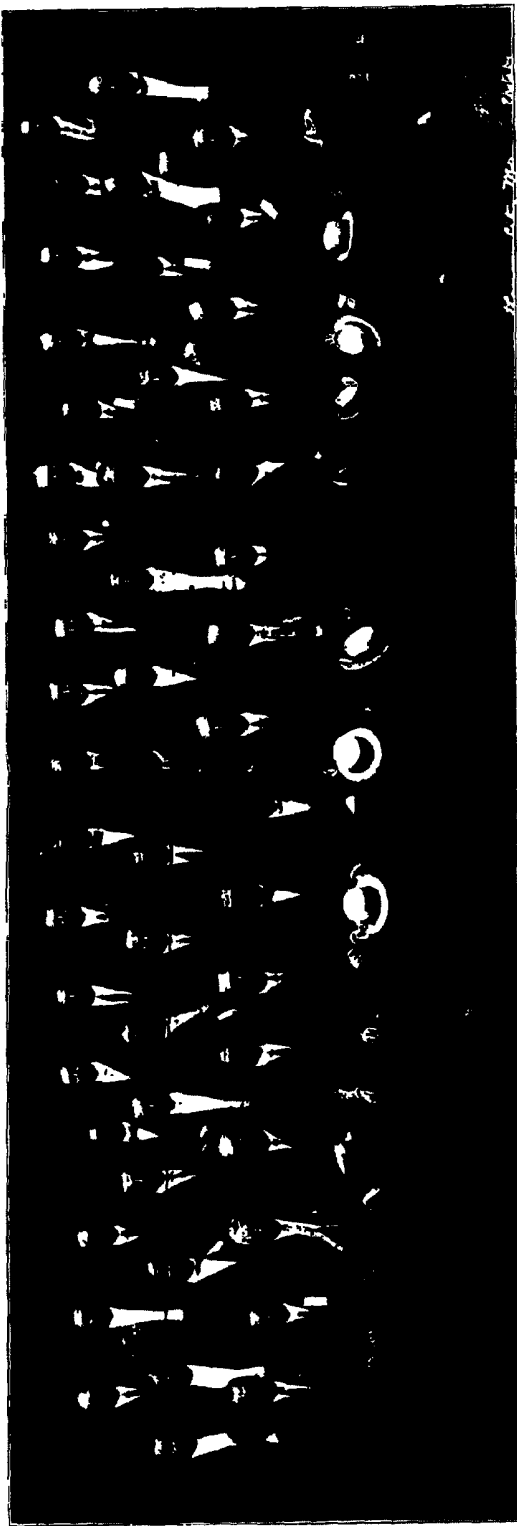
convince you that now for a complete "Paint." The Sherwin-Williams no further. Mr. a bound around stood between us d: "You are just have been looking have no other line with-Williams, and indly write up an for this locality I will feel satisfied with your selection. the bill with the goods and I will pay on delivery." a too good to be true, and I felt very proud of my a salesman. He was certainly "hard to land" but after mild business with this gentleman—for I am still selling ck—I feel it was surely worth the while. ing, I met Mr. J. B. Kurtz hastening to the same destination, so I had the honor of publishing abroad that a new good one had joined the ranks.

Central District Promoting Department

We are pleased to announce to our readers the appointment of Mr. A. J. Knulhanek as Manager of the Central District Promoting Department to succeed Mr. L. R. Schwartz who left us on August 1st to assist Mr. R. W. Levenhagen, Manager of Detroit White Lead Works.

For several years, Mr. Knulhanek has been connected with the Cleveland Sales Department. A few months ago Mr. A. J. Knulhanek placed him on the territory and this experience counled with his training in the office will be of great help to him in his work.

Mr. Knulhanek is anxious to bring his department up to the highest standard of efficiency and wishes to render the most forceful aid to the sales force of Central District. His past splendid promise of the results we may expect from him.



Back Row—Left to right: N. A. Vail, A. M. Bollman, H. W. Lake, C. I. Bore, B. A. Grah, R. B. Caswell, C. H. Hunt, R. E. Graham, Geo. B. Cannon, F. C. Steele, E. C. Knower, F. M. Rouse, C. S. Radland, H. B. Mosier, *Middle Row*—Left to right: J. K. Cannon, G. C. Conger, H. A. Wolmaker, E. H. Noble, C. P. Bruce, C. M. Miller, F. A. Walsh, F. G. Lott, H. E. Hedley, C. G. Porter, W. H. Barber, T. G. Murphy, I. Barker, S. M. Sheldon, *Front Row*—Left to right: W. S. Ham, I. M. Jacobs, C. M. Alwood, W. P. Clark, L. I. Hunt, F. B. Cable, W. E. Ashbrook, Mrs. Jennie M. Shoberg, A. D. Joyce, E. S. Danahy, J. O. Hassem, L. R. Green, C. E. Horton, Geo. A. Dorwart, J. J. Wandell, R. I. Galt.

The Southwestern and Texas Districts Convention

"There's a time in each year that we always hold dear—
Glad Convention Time!"

THE Southwestern and Texas Districts stole a march on the other Districts this year and held their Annual Convention September 4th to 7th. It was a rattling good meeting—a typical S-W affair—and all the boys soon contracted the usual spirit of cheerfulness and enthusiasm which pervades these gatherings. It was a busy convention, too, and everybody was kept hustling until the close of the final session. Much credit is due to the committee for the preparation and careful arrangement of the program.

The fact that it was the last convention in which the Texas representatives will unite with the Southwestern District added interest to the meeting and it was the special desire of Mr. W. R. Ashbrook, the Manager of the "Lone Star District" that they should all meet together once more.

The meeting was opened Monday morning at 9:00 a. m. and the morning session was devoted to remarks by Mr. F. B. Cable and a review of our catalog and comparative explanation of our products against those of our competitors by Mr. A. D. Joyce. In the afternoon our advertising proposi-

tion was discussed by Mr. L. R. Greene, and some very interesting comments and suggestions in regard to paint advertising were offered by the representatives and the three or four of our good agents attending the session.

Tuesday morning and part of the afternoon session was devoted to a review of Auto and Carriage Finishes by Mr. J. O. Hassem; and a complete explanation of decorative work by Mr. C. E. Horton completed the day's program. It was gratifying to see the keen interest exhibited in this department. In the record of sales resulting from decorative suggestions, Kansas City is in the lead.

Wednesday and Thursday mornings were given up to various short addresses by Messrs. Ashby, Cable, Alwood, Ashbrook, Clark, Cannon and others.

The banquet was held on Wednesday evening. Mr. A. D. Joyce acted as master of ceremonies and speeches were made by several of the Managers and representatives. The sessions concluded earlier than the scheduled time and the representatives and others commenced to leave at noon on Thursday.

Western District Outing

(See Footnotes)



THE tenth Annual Outing of the employees of the Western District was held on July 21st at Cedar Lake, Indiana.

Even the weatherman could not resist the "Brighten Up" spirit, for he gave us a beautiful day. The sky was bright and clear and a cool breeze blew all day.

Arriving at the grounds about 10:45 the orchestra under the direction of Mr. Krulder of the Finishing Department started the music, and dancing was indulged in, while the baseball teams donned their uniforms and had their preliminary practice. The game was called at 11:30 by Umpires Peterson and Purdy. It was a very exciting one and the rooting by the "fans" of the respective teams was very enthusiastic. The game was won by the Factory in the seventh inning, the score being 7 to 6.

The lunch being disposed of, the crowd again repaired to the dancing pavilion remaining there until the games were announced. The first event, the Thread and Needle Race was started at three o'clock. It resulted in a dead heat between Mr. R. W. Sample and Mrs. Myers, and Ben Nelson and Miss Hausinger, and when an attempt was made to break the tie a second dead heat was the result. As a last resort a coin was flipped and Mr. Sample and Mrs. Myers won the toss and the prizes.

The 100-yard dash resulted in a victory for Mr. W. Woodman of the factory, Mr. R. V. Brown being a close second and Mr. Sample well up in the running. Time 11 seconds.

The sack race was next and was productive of much merriment. It was won by Russel Cushman with Nicholas Workman second.

The Peanut race was won by Miss Hausinger of the Factory Office, she carrying 47 nuts, while Miss Hengvoss of the same office was second with 41.

The Pipe race resulted in a victory for Mr. J. Moss with H. King second.

The boys race—limited to boys under fourteen—had many entries but Edward Hausinger and Joe Hohnman outdistanced the field and captured the prizes.

The Mixed Three-Legged race was as usual very interesting and caused much amusement to the spectators as well as the participants. Mr. B. Nelson and Miss Ellen Berg captured first place and Mr. E. R. Kroos of the Globe Manufacturing Co. at Peoria and Miss Helin were second in the race.

The Midair Hay Battle was the most novel event of the day. It certainly was amusing to see two boys perched on a log about three feet from the ground, whaling each other over the head with bags of hay until one of them lost his balance and was unseated. Edward Kreuz-

inger held his seat against all comers and gained the first prize; Robert Martin won second place.

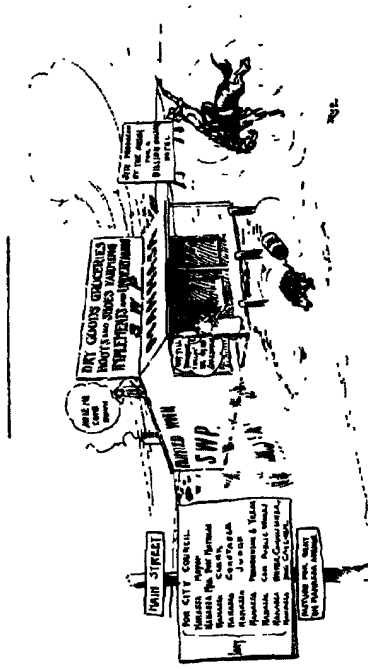
The potato race for girls under fourteen years of age was won by Edna Doschell, Irene Diddler being next.

The Hop Step and Jump, the last of the field events, was won by Mr. Fenton; Mr. Rodman second.

The voting in the Mulligan Prize Popularity Contest had been going on all day and when the votes were counted they showed conclusively that Miss Ella Rogers was by far the most popular lady employee. The prize was a beautiful white shawl knitted by Mr. Mulligan's wife, and was presented to her by Mr. Mulligan.

The Prize Waltz was, as usual, one of the most interesting features of the day, and in this Miss Rogers gave evidence that she was not only popular, but that she was an accomplished waltzer, too. Mr. F. K. Curtis was awarded the prize as the best among the gentlemen.

The train left the grounds at 6:30 p. m. bearing a crowd, tired but happy, and the two hours' ride into the City ended the Tenth Annual Outing.



About two years ago Mr. G. J. Manassa, Territory 121, Chicago Sales Division, moved his family to Wyoming for his daughter's health. Both Mr. and Mrs. Manassa took up a claim of 160 acres. Mrs. Manassa opened a general store, had the "town" named Manassa and herself appointed postmistress.

The Manassa Metropolitan

Vol. I No. 1.

PRICE 1 CENT

Intellectuals have never received that Chicago corporation is debasing the reputation of an overgrown town at our city. Both of the population and the character of the town are being ruined. One of our prominent citizens, Mr. G. J. Manassa, has been anticipated trustee for the school, which will be opened when occasion demands.

All those who have read their subscriptions for *The Manassa Metropolitan*, do not know. This is Manassa's most progressive newspaper. Mr. G. J. Manassa writes us that orders in Iowa are coming in mighty fast these days. George always was a little hustler!

The Texas Promoting Department



Mr. I. M. Jacobs

MR. I. M. JACOBS, the recently appointed Promoting Department Manager of the Texas District commenced with the Company in the capacity of office boy. This was in 1906, and since that time he has successfully occupied various positions in our Kansas City office, gaining a valuable education in our policies, methods and the routine of the office.

For some time the work of Mr. Jacobs had attracted the attention of the management and so when the opening presented itself at Dallas, he was assigned to it. During the years he has been with us the work of I. M. Jacobs has been characterized by its thoroughness.

He is an efficient and earnest worker and the progress he has made should be an encouragement and inspiration to the younger members of our force.

A Toast to the "Reliable" Man

By Noble May

Here's to the steadfast, reliable man,
The man with the tongue that's true,
Who won't promise to do any more than he can,
But who'll do what he says he'll do.

He may not be clever; he's often quite blunt,
Without even polish or air;
But, though it's not in him to "put up a front,"
When you need him he's always there.

So here's to the man on whom one can rely,
And here's to his lasting success;
May his species continue to multiply
And his shadow never grow less!



I never realized how many literary men we have in the organization until I commenced to read some of the MSS. the boys send in for our Reminiscences of the Road. Are you clever, too? Then get busy. Don't be afraid of the Editor.

Versatility—the Earmark of the Representative

By O. A. Hase



THE growth of an idea up to its and perfection invariably brings involves developments undreamed of by the originator of that idea. There is of this fact in the world of business by The Sherwin-Williams Co.

Years ago, the founders of conceived the idea, that they could manufacture paint of such quality as to be superior to the "hit or miss" product of the average painter of the day. This paint was intended primarily for the painting of houses and buildings of all kinds—wanted to excel in the production of a high quality paint. This was their original idea and the idea has been carried out successfully in the first years of our development.

However, they had not reckoned with the successful effort in any one direction and the result in the field. No sooner had the outside staff finished the production of The Sherwin-Williams Co. as manufacturers of the best prepared house paint on the market than they were conquered—and found them. Gradually the through our prepared paint coupled with the thoroughness and the representatives and the thoroughness and enabled us to perfect a line of products covering practically every requirement in the paint business.

It is our boast and rightfully so, that we have a product for every purpose and the one best in its class. In other words we specialize on every product and the result has been that we now cover the earth with a finishing product of one kind or another.

It is a far step from ordinary outside Stencil Colors such as we now manufacture to artistic interior wall finishes; to producing the beautiful glass-like surface on automobiles; to protective coatings for the most amazing marvels of the age; to paints for the most delicate share and his every implement and piece of machinery; to less other correspondingly different uses of our products are put today. Not to mention the addition of a Sherwin-Williams Soap to our line of finished with a Sherwin-Williams Paint or a varnished surface of any kind) and last, but

of insecticides and fungicides to cover those parts of the earth not already taken care of by some one of our other products.

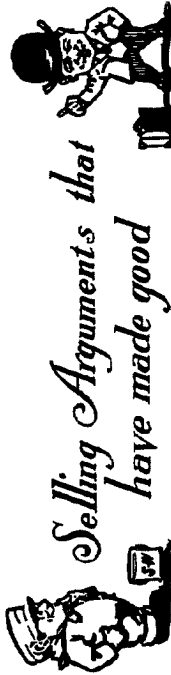
This tremendous and ever increasing array of products is entrusted to the keeping of our loyal representatives in the field. Each and every man in order to be a successful Sherwin-Williams representative (and the very fact of his being an S-W man means that he is successful) must have a sure grip on his complete line; must know its advantages over those of his competitors, must be able to tell at a moment's thought what he has that is best adapted to his particular customer's needs and give a good reason why his product is better for the purpose than the other fellow's—in short he must be "versatile" and have his entire line at his finger's tips. This versatility is unquestionably the earmark of every Sherwin-Williams representative: the great success we have been able to attain on our every line proves this beyond a doubt.

Behind this versatility is the ever growing enthusiasm and loyalty of our men which enables them, and in fact obliges them, to take hold of every new product entrusted to their care and bring it into line with its fellows; gradually nursing it from babyhood until it can take its place as one of the many factors which go toward making The Sherwin-Williams Co. the power in the business world which it is today.

Let us all take our hats off to our versatile representatives.



One of the Snapshots at Chicago Outing
N. E. Reber, R. W. Sample,
L. B. Quinn, Thos. Madill, S. H. Stewart, R. R. Gibson.



By J. P. Mibetree, Central Agents, Sales Division



THE KEY is but one S-W-P Agent—the Full-Liner, the one that has implicit confidence in the quality of every package that bears the S-W label, and stocks our goods exclusively.

Always talk the Full Line Agency proposition, and endeavor to convince your prospective buyer that there is only one way to handle a line of paints and varnishes successfully, and that is purchase exclusively of a reputable company. A customer becomes dissatisfied upon entering a dealer's store to find his shelves stocked with goods bought indiscriminately, and generally leaves the store with the impression that the dealer has very little confidence in the line he is handling.

In stocking first quality goods all the way through, each line necessarily helps the sale of the other. You have one line, one quality, and the same arguments apply to all.

By purchasing of one manufacturer it greatly facilitates the handling of accounts, and enables the agent to carry a complete assortment of all products. Buying from several manufacturers is disastrous, as it is impossible to keep a full stock of each line, and there is always a lot of unsalable stock which is worthless. Buying indiscriminately is a very serious and unprofitable business proposition when you take into consideration the unnecessary amount of money expended.

When a B. P. A. is only inclined to put in S-W-P to get the agency, and continues to buy his shelf goods, varnishes, etc., from other manufacturers, I frankly tell him that we cannot afford to accept his order, as we would be doing both himself and the Company an injustice; that we could not afford to give him the benefit of all our advertising helps, promoting work, etc., necessarily creating a general demand for our various products, and have him substitute other goods he carried in stock. That unless he carried the Full Line he would be seriously handicapped to take care of trade we were directing to his place of business.



Our editorial staff



Central District

Mr. John I. Gill, who has for over seven years represented us as architectural representative, will now cover territory No. 2. Mr. Gill's experience along architectural lines will be of invaluable assistance to him in his new work, while his smiling countenance and genial manners will make him many friends. We are looking for splendid results from Mr. Gill.

We also announce the appointment of Mr. F. D. Spangler on territory No. 3 and Mr. J. C. Titzer on territory No. 41, both of whom we are confident will give a splendid account of themselves.

The outlook for a good fall business is very bright, and all indications point to a largely increased trade. Mail orders have been especially good. We have put on our fighting harness and have begun another great battle.

SALES DEPARTMENT NOTES

Representatives' Competition to September 1st, 1911

Leaders in New SWP Agents

New York			Cleveland		
G. A. Albarran	219		W. A. Mason	95	
G. S. Picotac	115		J. H. Hart	71	
F. E. Fay	111		G. Debie	68	
Minneapolis			St. Paul		
G. I. Lathrop	194		F. D. Spence	94	
J. D. Randall	145		A. D. Ross	79	
H. C. Law	97		H. F. Hinch	78	
San Francisco			New Orleans		
T. W. Wambser	138		A. E. Allen	94	
H. W. Gebner	72		T. A. Allen	78	
P. R. McFarlane	49		W. D. Nichols	76	
Philadelphia			St. Louis		
A. T. Atkins	128		G. E. L. Dwyer	82	
G. E. Elbert	126		R. J. Tucker	72	
E. E. Drew	91		T. S. Bradley	67	
New England			Portland		
L. H. Haynes	114		G. P. Rogers	81	
W. B. DeWolfe	61		W. H. Kelley	88	
W. T. Kelley	each 49		B. L. Rogers	each 62	
R. M. Fay	each 49		D. G. Starrock	62	
Cincinnati			Kansas City		
F. H. Bogardus	109		G. C. Conger	76	
J. L. Pendergast	72		E. H. Nott	67	
W. P. Hamblough	62		E. J. Clair	62	
Dallas					
G. E. Cannon	95				
F. M. Roach	81				
H. A. Welmaker	57				