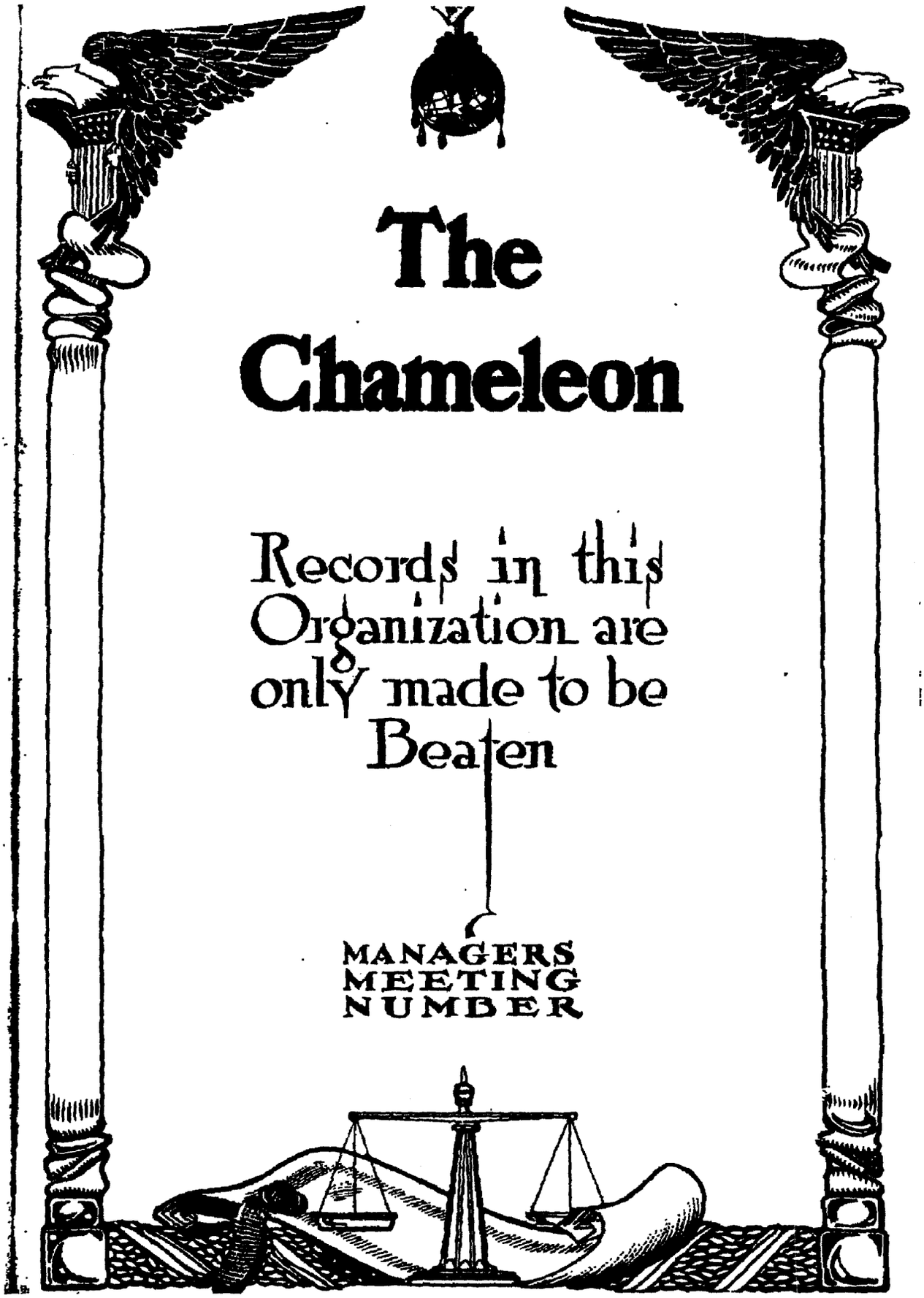

The Chameleon

Records in this Organization are only made to be Beaten

MANAGERS MEETING NUMBER

N23555

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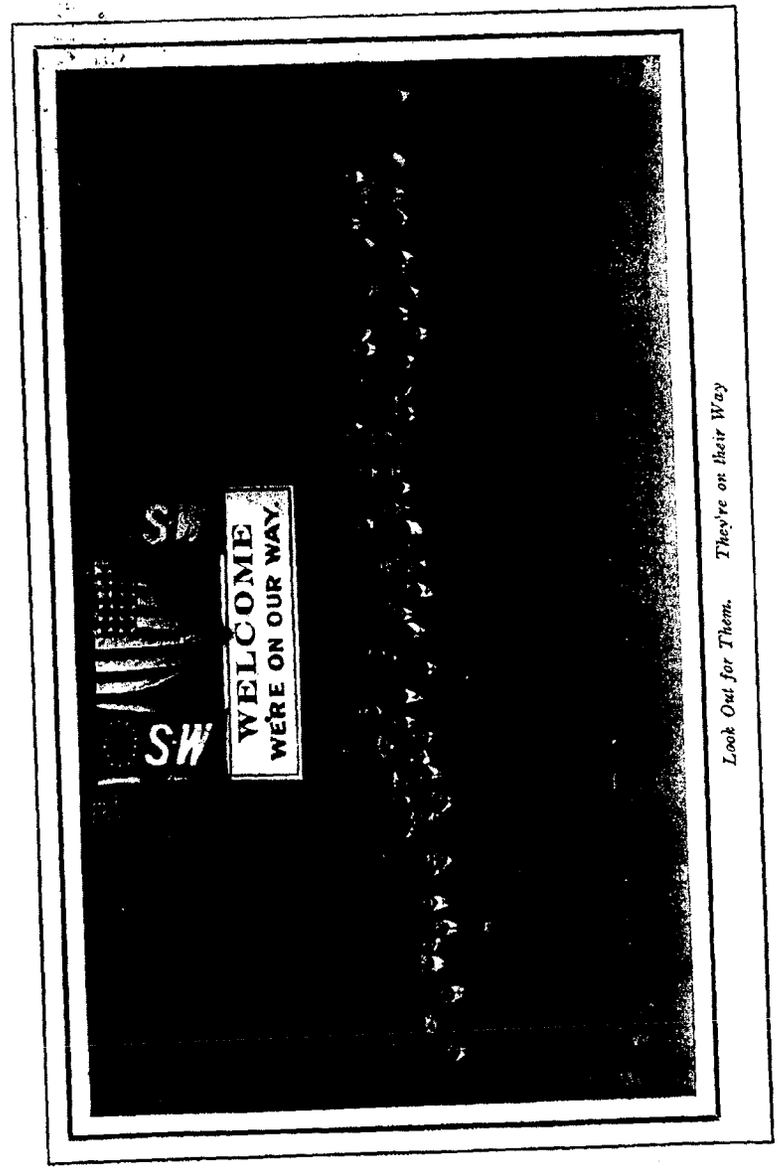

Look Out for Them. They're on their Way

The Chameleon

Published once a month at 601 Canal Road, Cleveland, Ohio, for the interest and benefit of The Sherwin-Williams Company's loyal staff. Address all communications to Fred W. Schill, Editor.

VOLUME XVII NUMBER 3

Expansion and Progress are Key-Notes of 1914 Managers' Meeting

JUST what a "Sherwin-Williams Managers' Meeting" means is something that we are inclined to overlook in its broadest sense of significance, because we are so accustomed to meetings of this kind that we are apt to get too close to them to see their greatest good. For this reason I have asked our Editor to let me write a little introduction to this Managers' Meeting number of *The Chameleon*, because on account of my having been an outsider for some three years, I believe the meeting gave me an impression that will not leave in a hurry. About the only word that fully describes the meeting which closed on April 11th is "Wonderful."

The writer has had the privilege of being present at a number of meetings in other organizations, and can say with some degree of experience that this Company of ours has mastered a plan of holding meetings and conventions that is second to none. This can be attributed no doubt in a large measure to the qualities of leadership to be found in our executive officers, chiefly our President, Mr. Walter H. Cottingham. In him we must recognize a true leader, not only in the big things of a convention or a banquet, but in his complete mastery of detail which enables him to carry out an intricate convention program in a manner that makes it look simple and easy to one who possibly does not understand all of the preliminary investigation and study necessary in collecting the various facts and figures to be presented at one of these meetings.

The decorations this year were given more time and thought than has been customary prior to managers' meetings in the past. The decorative scheme this year was carried out with a background for the speakers' table of a 24-sheet Government poster, which was converted by the brush of an artist into a Forward Again Campaign poster, reading across the top: "Leadership—The Test is Progress." Over at the right in bold letters were the words: "We're on Our Way." There were two Cover-the-Earth designs on the poster, and the artist very cleverly placed our Forward Again banners on the standards of the cavalry men in the picture.

At the right of this great poster were banked up a number of palms. The speakers' table was decorated with a flag draped over it. The

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main room was divided off with posts and green velour curtains, while the pillars in the room were decorated with red, white and blue bunting. All down one side of the room were hung flags of different nations, and around the curtains were pinned targets showing the standings of the different sales divisions for each week of the eight weeks of the Forward Again Campaign. The club-room was given a fresh coat of paint both on the walls and ceiling as well as the floor, which made it look exceedingly attractive.

In the little hallway partitioned off by the curtains in the club-room, there were a number of paint and varnish displays and display boards used by department managers in their various sessions.

We have all, I believe, at some time or other been called upon by some outsider to explain the "S-W Spirit." I don't know what your experience has been, but my answers to this question have always been very hard to frame up. In fact, I am convinced that this thing called "Sherwin-Williams Spirit" cannot be described, yet, it certainly is a tangible and ever-present force that carries us on and on toward our goal.

If ever this spirit was prevalent, it was during the 1914 Managers' Meeting. Managers came in and fitted right in with the Company's idea to make this meeting one where big matters only would be brought up for discussion and all petty arguments and differences would be set aside for the good of the entire cause. This plan was carried out throughout the meeting with great success, as will be seen from the detailed descriptions of the various sessions published in this issue.

We have tried to make this issue a complete record of the proceedings of the Managers' Meeting and the banquet, and our artist has tried to picture some of the scenes that took place in Cleveland the week of April 6th.

-C. M. L.



H. M. Ashby Being Congratulated by A. D. Joyce

The Big Meeting Starts Off with a Rousing Talk from President Cottingham



Walter H. Cottingham

AT NINE A. M. on April 6th the best Managers' Meeting in the history of The Sherwin-Williams Co. started on its glorious session. It was a happy lot of men who met together in the Convention Room before the meeting started. To one who had not taken part in the campaign, the stray bits of conversation sounded more like a G. A. R. reunion than a meeting of paint men. Military terms filled the air, and nearly every one was addressed as "General," or some title.

Promptly at 9:30 Mr. Cottingham called the warriors to order and gave his usual interesting and inspiring talk. He said that the Forward Again Campaign demonstrated the same old fighting spirit is still with the Company and that it proved we knew how to overcome difficulties.

Among many other things, the campaign showed that the younger men in the organization have proven themselves capable of leadership. Mr. Cottingham then went on to say that conditions are right for another expansion movement to carry us along faster and to continue the good work. The weaker propositions and weaker men have been displaced by stronger, and we are in prime condition for an expansion movement.

Mr. Cottingham declared we can always find opportunities for more business—there are more people to buy paint and more buildings and railways to require paint, so it is up to us to be a little smarter and more aggressive than "the other fellow" because the business is there and we must go out and get it. He exemplified this fact by citing the case of Selfridge's remarkable success with his London store. When Selfridge opened his store, he was surrounded by similar tradesmen each of whom had built up a large following of his own. But undaunted, Selfridge introduced new business methods.

Mr. Cottingham then spoke on the necessity of hitting upon some new methods and plans for increasing the business. He reminded the men that it had been many years since we have had any startling sales plan such as the Promotion Departments, Top-Notcher Competitions, etc. We must get new ideas, and the Managers should set to work on them, for "ideas are made not only by inspiration, but also by perspiration." The President spoke on the necessity of standing up for quality and price and not let cheap competition turn us from maintaining our high standard. He also suggested that we find better ways of educating, selecting and holding our men.

Our mines in Magdalena and Coffeyville are doing so well that Mr. Cottingham said the outlook for the coming year was most encouraging.

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Concentration, Key-Note of New Advertising Campaign



C. M. Lemperly

IMMEDIATELY following the introductory remarks of the Chairman, the Managers' Meeting was thrown over Monday morning to a discussion and presentation of our advertising plans for the coming fiscal year — September 1, 1914, to September 1, 1915.

On introducing our Advertising Manager, Mr. Cottingham referred to the fact that it seemed like old times to have Mr. Lemperly back, at one of our Managers' Meetings, after his absence of three years from the Company.

Mr. Cottingham impressed the Managers with the need for co-operation with our Advertising Department and our advertising plans, and asked them to help us live up to whatever advertising was decided upon at this meeting. The chairman said there was no use in having a fixed policy with fixed plans, if we did not live up to it absolutely. He said that on account of his own great personal belief in advertising, he was one who would be easily led to spend more money in advertising than should be spent and that he had to keep himself lined up with our plans at all times and thought that our Managers ought to feel the same way about it.

After the chairman finished with the introductory remarks on the advertising, Mr. C. M. Lemperly, our Advertising Manager, took the platform and presented a graphic chart showing figures representing our advertising expenditures for the year September 1, 1912, to September 1, 1913 - estimates for the year September 1, 1913, to September 1, 1914—proposed new estimates for the coming fiscal year September 1, 1914, to September 1, 1915.

These figures had all been discussed at the Preliminary Managers' Meeting, and having already had the approval and support of the home office officials and management, the visiting managers felt very enthusiastic over the estimate as presented and decided to co-operate with it in every respect.

E. E. Calkins Speaks—Mr. E. E. Calkins, Senior member of the firm of Calkins & Holden, of New York City, our advertising agency, spoke for a few minutes on some interesting advertising and merchandising experiences he has had. Mr. Calkins referred to some of the accounts which were advertised through his agency, such as Pierce-Arrow Motor Cars; Eaton, Crane & Pike Stationery; the Edison Co.; The Crofut & Knapp Co., etc. He referred especially to the newer and wider service, which the advertising agency could and should give namely, service that not only selected mediums, wrote advertising and placed it, but that offered a genuine merchandising counsel

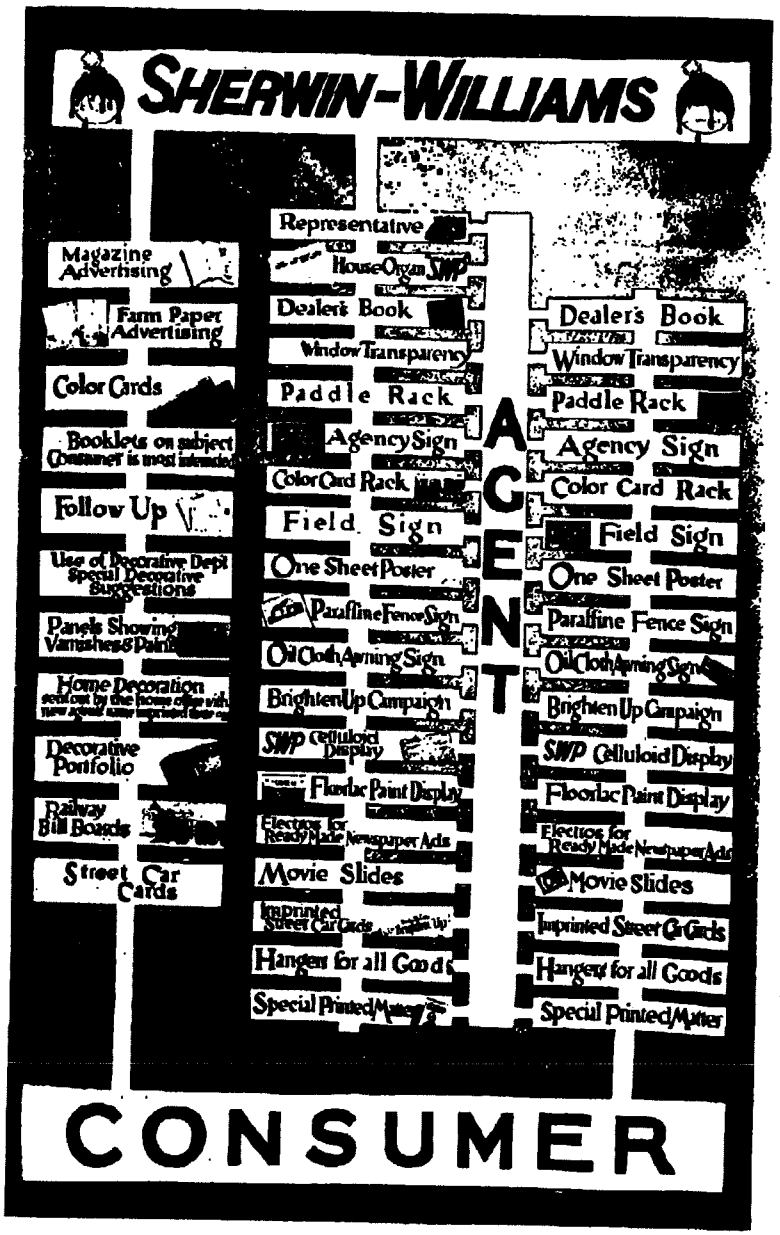

Chart Showing how our Advertising Ultimately Reaches the Consumer

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to the advertiser. He told of some instances where his agency had rendered invaluable service along these lines, having been the first ones to suggest that the Arrow Collar people also put out an Arrow Shirt, which has been such a tremendous success and also having gone right into the manufacturing end of the hat business of one of its clients and suggested a very important mechanical improvement in the manufacture of a straw hat. This and many other instances on account of their unusual interest, held the attention of our Managers who applauded Mr. Calkins warmly when he resumed his chair.

Big Space to be Taken in Magazines—Mr. W. C. Calkins, Jr., Junior member of the firm of Calkins & Holden, who is the man actually writing and placing our account in that agency, at this point of the program took up the heavy burden of the agency's part of our advertising plans.

Nods of approval greeted his emphatic remarks about the need for concentration in our advertising plan the coming year. He referred to the great amount of w a s t e d effort, and said that on account of the many lines we had to offer, we could very easily scatter our fire too broadly, and the sooner we decided to concentrate, the better it would be.

Mr. Calkins then presented a list of magazines in which we will advertise for the coming year, together with the number of times our insertions will appear in each.

A radical change has taken place in the number of publications on our magazine list, the list having been reduced from 24 publications to eight. The names of a number of our old friends in the publishing business do not appear on our new list, through no failure on their part to make good, but rather, through a desire on our part to keep our appropriation well in hand and to only take on the big magazines in each line. In other words, we want to put across the idea to the dealer and put across the fact to the consumer, that The Sherwin-Williams Co. is not only a big advertiser, but is the really big dominating factor in the paint and varnish business.

Farm Paper Advertising Schedule—In discussing the farm paper situation, Mr. Calkins presented a schedule calling for a campaign in the national farm papers rather than the local farm papers. Here, too, the concentration idea was carried out, we having eliminated a number of local farm papers from our list, in order to carry out our new plan of advertising.

A full schedule will be furnished later in the Summer when we complete all of the details of this space, and we will then give out a list showing on what dates our full pages and other ads will appear, so that our Managers and representatives will have plenty of time to take fullest advantage of this advertising.

Style of Ads to be Used— A plan was favored at this meeting of carrying out our advertising according to the monthly idea.

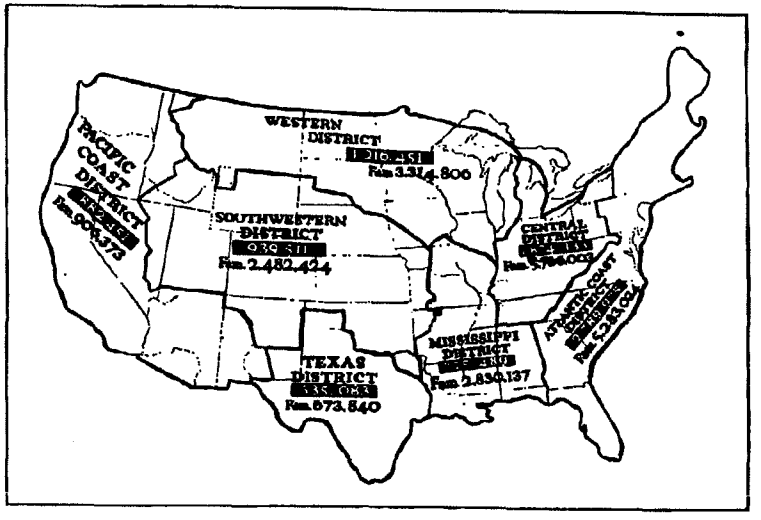
In other words, say for example, that September will be "SWP" or "House Paint" month. Then at the end of August we will come out in *The Saturday Evening Post* with a full page or a half-page ad announcing the fact that the month of September will be "SWP" or "House Paint" month with every dealer and agent.

In each ad we will feature this monthly product very prominently, but will not lose sight of our many other good products which we always want to keep in the front.

In each ad, there will be a little Editorial by our President, Mr. Cottingham, along the lines of the Wanamaker Editorials in New York and Philadelphia newspapers.

New Window Trim Stunt—Right in line with this monthly idea of magazine advertising, will be our agents' and dealers' window trim. Instead of having one or two trims a year as in the past, we will have eight or nine distinct trims for as many months, getting them out well in advance so our dealers can have them in their windows when our big monthly idea is announced in the magazines.

The new trim will consist mainly of a large lithographed card with a clever idea on it. This will be in



Magazine Circulation Chart

Light figures in panels show magazine circulation in different districts. Black figures, families in districts

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attractive colors and will set off well in a dealer's window. Other parts of the new trim will be worked out gradually and a reproduction shown later on.

SWP to be Revived—*The SWP Magazine* will be put back, commencing September 1st, on a basis of eight or nine issues a year, to enable us to carry our monthly advertising message to the S-W Agent.

This magazine will not be gotten up as in the past, but will be made entirely new and attractive all the way through with bright and clever pages worked out by not only our own advertising men, but by the experts in our New York Agency who are going to give considerable thought to the matter.

We will give merchants plans and more practical information on stocks, more talking points on the goods for clerks, and will devote many pages to effective window trims and such things as the agent really benefits from. We will also not overlook the value of a little humor, and will try to make the magazine a little more readable by getting in an occasional burst of laughter.

New E—On account of the discontinuing of *The Home Decorator*, it was thought best to propose an entirely new E for the coming Spring. Mr. Lemperly submitted a suggestion for a new E in the form of an Insurance policy for the property-owner with color chips. This took very well and all the Managers were unanimous in their favor of such a feature.

BPA Plans—After considerable discussion, it was the opinion of the meeting that our BPA plans should continue to be concentrated only in the Fall months, and this will probably take the form of two or three large and attractive folders to be closed in on at the end of the campaign with a battery of good strong selling letters. The entire campaign will be concentrated into a short space of time, as this seemed to meet with favor from the Managers, rather than a monthly BPA plan.

There were many other matters brought up at the meeting covering new features, but space does not permit our mentioning them all here.

Sales Promotion Managers Speak—Following the Advertising Session, Mr. J. A. Bowman, Sales Promotion Manager at Newark, had some interesting remarks on Plant Standardization and General Promotion work; Mr. Royal Cluxton, Sales Promotion Manager, Chicago, gave a very interesting and detailed account of the new method of handling advertising spread sheets and inventories tried out in the Western District the past year. Mr. Cluxton gave some very interesting and instructive information on the way a Promotion Department can cooperate with the District Manager, the Sales Manager and the representative. His remarks were greeted very enthusiastically.

Decorative Department Work—Mr. J. G. Cross, Superintendent of our Decorative Department, closed the Monday program by reading a number of extracts from testimonial

letters received by his department, showing the good work it had done.

Mr. Cross referred to the fact that in our suggestion blanks, practically every representative spoke very highly of the work done by the Decorative Department.

There was not sufficient time to show a number of decorative sketches, but all of the Managers gave Mr. Cross their hearty pledge of co-operation for the coming year.

Advertising Schedule September 1, 1914, to September 1, 1915:

The Saturday Evening Post	2,000,000	circulation—9 insertions
Cosmopolitan	1,000,000	circulation—8 insertions
McClure's	550,000	circulation—9 insertions
American	470,000	circulation—9 insertions
Literary Digest	265,000	circulation—8 insertions
Ladies' Home Journal	1,750,000	circulation—8 insertions
Woman's Home Companion	890,703	circulation—8 insertions
Good Housekeeping	364,697	circulation—8 insertions

This gives us a total circulation of 7,290,400 in these eight magazines.

Farm and Fireside	500,000	circulation—8 insertions
Farm and Home	600,000	circulation—8 insertions
Country Gentleman	263,731	circulation—6 insertions
Farm and Ranch	90,000	circulation—8 insertions

The combined circulation of these farm papers is 1,453,731.



Silver Cups won by District Manager H. M. Ashby, Sales Managers J. P. Coleman, S. H. Stewart and W. W. Haynes

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Mr. A. D. Joyce Speaks of Expansion Plans Suggests Putting on More Men and Working Territories Closer

(An Extract from his very interesting talk)



A. D. Joyce

"IT GIVES me great pleasure to welcome the visiting Managers to headquarters at the conclusion of our great Forward Again Campaign. It is needless for me to tell you that the Campaign was a great success, for that you all know. Our President will, a little later in the week, give you full information and details as to just how great was the victory.

"We have many important matters to consider at this meeting—matters that are particularly of importance to every member of the selling organization. During the past three years we have been quietly, but effectively, making changes in our organization, which have tended to bring it to the highest point of efficiency, and we feel that now our whole organization is keyed up to such a pitch of efficiency and confidence that we can undertake to do bigger and more important things.

"It is with great pleasure, therefore, that we have heard our President outline some of his plans for the expansion of this business. What I want, what you want, and what every man in the organization wants is an opportunity to do greater and more effective work, and to grow and expand in knowledge and power and in material things.

"The country has been going through a period of re-adjustment and re-organization, and the business of the country has suffered accordingly. We believe, however, that the so-called depression has been more a matter of sentiment than anything else, and we are sure that the splendid results following our Forward Again Campaign have proven that we have been right in our contention. The reports from the Department of Agriculture indicate that we are going to harvest a tremendous crop of agricultural products this coming Fall, and, inasmuch as the foundation of our permanent prosperity is dependent upon the products of the soil, it is apparent that we are on the eve of a wonderful return to prosperity. We are going to take advantage of conditions to develop our proposition to the uttermost.

"In this meeting we want to study our proposition from every standpoint and to give freely of our own knowledge of all matters pertaining to the business to the end that such conclusions as are reached at this meeting will be decisions that will have direct bearing on the future growth of the business. We do not anticipate that conditions are going to be such that it will be easy to get increased business in the immediate future, but we do believe that by the strength of our organization—through the quality value of our

products and our aggressive methods of presenting our proposition to the consuming trade—we are going to help hasten the return of good times, and, at the same time, add greatly to both the volume and profits of our business.

"One of the things that we must plan for is a more effective working of our territories—not only must we be certain that we have on every territory representatives who appreciate just what we are trying to do and who are willing to co-operate with us, but we must so systematize and plan the work of each representative that the representative will have an opportunity of closely following up every prospect for business. Our territories are too large, and we must carefully study territorial lines and rearrange them on such a basis that every representative will have a fair and equal chance to effectively clean up the territory assigned to him.

"What we need in considering our plans for expansion, is the selling of the FULL LINE. In order to accomplish this result, we must offer this FULL LINE to every prospective consumer. We must make no distinction in going after business, between the importance of the Trade Sales lines, the Manufacturers' lines, or the Railway and Marine lines. We must impress upon our good men the fact that business from any source is good business for us and that 'All is grist that comes to our mill.'

"This closer territorial work is going to result in giving better and broader opportunities to our representatives. It is going to develop them into bigger and broader men, and make them more valuable in our organization. It is going to give our representatives an opportunity of getting a larger output on the more profitable lines, it is going to give them more time to talk QUALITY, to talk SERVICE, and explain what is meant by handling trade-marked goods made by a representative institution.

"In putting on new representatives this year we must be more careful than ever before to make sure that the men we engage are men of the right fiber—that they are men of good habits and of force of character. I believe that never before in the history of our Company has the personnel of our traveling representatives been on so high a plane. We are all mighty proud of the men who are recruiting the life blood of our organization, and we want to continue to take pride in these men, and we must not permit the class or the character of the men to be impaired in any particular. We must give more heed to the proper training of the inside staff and to be all the time on the lookout for employees who will develop into traveling representatives. Some of the best men we have are men who have come into the selling organization through the office. The inside training is fine for any one, and if we are fortunate enough to select employees for the inside staff who have capabilities as salesmen, it will be a fine thing for the organization as a whole.

"In considering our plans for the expansion of our business we must be very jealous of the reputation of our Great Company—we must

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impress upon the minds of every employee that it is his duty to assist in safeguarding that reputation, and in making sure that by no act or deed of his shall that reputation be injured in the slightest degree. In other words, we want every member of our staff to be proud of the organization with which he is connected, and one cannot be proud of his connection with anything which is not only built upon the right foundation, but which is to endure, and only that endures permanently which is founded on justice and maintained in integrity."

How to Work Your Territories

Comparison

Population of Territory 216.100	Population of Territory 204.000
Sales	Sales
1910 34.320	1910 24.836
1911 33.377	1911 33.327
1912 34.277	1912 40.582
1913 31.223	1913 40.242
Number Agents [illegible]	Number Agents [illegible]
" Dealers [illegible]	" Dealers [illegible]
Other Accts 33	Other Accts 107
Number Dealers in Agency Towns 27	Number Dealers in Agency Towns 67
Recent New Accts 1913	Recent New Accts 1913
Agents 5	Agents 20
Dealers 32	Dealers 45
Other Accts 16	Other Accts 37
Number of Agents in towns of less than 1000 pop 11	Number of Agts in towns of less than 1000 pop 21
Agts in towns of less than 500 pop 14	Agents in towns of less than 500 pop 21
Agts in towns of less than 200 pop 2	Agts in towns of less than 200 pop 12

This is a reproduction of a chart displayed during Mr. Joyce's session. Two adjoining territories having the same relative population, deriving their revenue from agriculture, and conditions on each being similar were selected for comparison.

Note the consistent and satisfactory increase in sales from year to year shown on the territory having the smallest population as against the other which shows a steady decline.

There is a wide variation in the comparative figures all the way through, showing the relation of good territorial work to the net result—sales.

It is not difficult to tell which territory has been thoroughly and systematically worked and which has not been developed to the fullest extent. The chart shows graphically the results to be obtained from systematically working your territory, by visiting all the workable towns possible and by taking advantage of the splendid helps offered by the Sales Promotion Departments.

> Ability doesn't count; knowledge is useless; experience has no worth without the driving force of optimism. It's the steam that makes all the wheels go around—it's the sparking-plug of the motor—it starts things.
>
> —*Herbert Kaufman.*

Mr. Hasse Covers the Varnish and Insecticide Proposition



O. A. Hasse

MR. HASSE, in opening his meeting, stated that we have felt for some time that our present Trade Sales varnish list was altogether too bulky and unwieldy for the trade sales representative to fully understand it and successfully handle the products listed. With this end in view we prepared a revised list, cutting down our present master painters' specialties and miscellaneous varnishes from a list of forty or fifty products to a condensed list of less than twenty. The representatives will be supplied with full detailed information for their price-list. The Managers unanimously approved this plan and felt that it would serve to increase our varnish business through trade sales channels as well as make better varnish salesmen out of our representatives. The Advertising Department is preparing a special booklet featuring the revised varnish list for use by our agents and the dealers, as well as any general promoting, so as to concentrate as much as possible on the products listed.

Mr. Hasse said that some of the manufacturers were making a mistake by devoting one varnish for all purposes inside and out, and that we were going on the market with three waterproof varnishes—Mar-not, a waterproof floor varnish; Scar-not, a waterproof interior varnish for use on interior woodwork, furniture, etc., and Rexpar, a waterproof spar varnish for outside use, Marine use, etc. These varnishes will be featured in our magazine advertising, special literature, window displays, etc.

In taking up the Insulating Varnishes, Mr. Hasse stated that we were developing this business through specialty representatives, as well as through the regular trade sales representatives, and mentioned having added Mr. Hanna to our staff, who will devote his entire time towards assisting our representatives in the development of the large Insulating Varnish accounts. Mr. Hanna's previous experience with this Company and his splendid training along these lines will enable us to work out our problems to better advantage than heretofore, and will, we are certain, result in largely increased varnish sales.

Mr. Hasse stated that our Insecticide business for the present season was developing in good shape, and with the splendid cooperation given us by our representatives in the past, he anticipates future splendid developments to our already large Insecticide business. He stated it was our plan to push the sale of Dry Arsenate of

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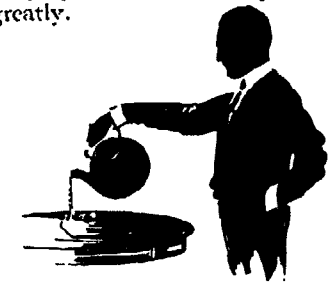
Lead in preference to the Paste, as we felt that the dry product would entirely replace the paste material. We are developing at the present time Bordeaux Mixture and Tuber-Tonic in the dry form, and hope to be able to give our representatives a complete line of dry products next season. This will tend to eliminate entirely the repeated difficulties we have encountered in handling Paste Arsenate of Lead and paste products, and will in our estimation, simplify our insecticide problems greatly.



Pour on Hot Water, Scar-not Won't Mind it

Mr. Hasson Tells of Great Possibilities in MSD Work



J.O. Hasson

MR. HASSON said that the key-note of the Meeting seemed to be particularly applicable to the lines comprising materials used by the manufacturing trade, as we occupy a position of leadership, due, we believe, to three forces: "The origin and designing of the materials by very competent and thorough Manufacturing Departments; the distribution of materials by reason of an intelligent and forceful selling organization. The third force being a very complete line, which in fact is larger than any other company offers to the trade.

"Unlike many manufacturers in the same line of business as ourselves, it is possible for us to reach every trade with a material that is particularly adapted to the particular purpose. Where in this whole universe is there a manufacturer of paints and varnishes who can go into any one city and call on every line of business and have material that is adapted to the conditions, under which the goods are used? When we consider the fact that we occupy the position of leadership in all of the important trades, such as the agricultural implement, machine and tool, horse-drawn vehicle, automobile manufacturers, toys and sundry articles, sheet metal manufacturers, all lines of electrical appliances and their attachments, the furniture trade, including both the wood and metal furniture construction, and in these various industries our lines have been adopted as a standard by which all other materials are measured, and our goods are used on the representative high-grade lines manufactured.

"We make a feature of each line, having in mind that in every trade we must present a material that will be superior to any other product that is offered.

"Where is there a greater opportunity awaiting us than to follow the consuming trade closely, and there is no reason why we should not continue each year to add to our already large volume of business by interesting all of the new customers that are forming, and where by reason of lack of time we have been unable to follow some of the excellent accounts on all of the territories? If we will devote only a short time to detailing our materials for this purpose, every representative on all territories can control the entire situation.

"I want to direct your attention to the new Dragon Reds in the AIP line, both brushing and dipping quality. The tone and strength of the color, opacity and gravity of this material is the last word in AIP developments, represents a quality of material that has not been duplicated by any other manufacturer.

"We have also made vast improvements in our Greens, and the tone of the new Greens is such that they should have particular attention during the coming months. Bear in mind also that the preparation or primary coat has much, if not more, bearing on the ultimate results that can be secured on any class of work, and in this particular we have used great precaution in the preparation of the primary coat in all the materials we are selling in the various lines.

"With the constant increasing use of metal to replace wood, most naturally more elastic materials are being used, such as Varnish Colors, either in the air drying or baking quality.

"In the machine trades we are offering the regular line of primers and fillers with the addition of high heat resisting fillers for gas-engine work, and also high heat baking fillers where the Japan finishes are employed, and the entire line of Machine Finishes and Fillers has been prepared so that there is no branch of this class of finish that we cannot take care of promptly."

Mr. Hasson also mentioned that the Black Japans are increasing in popularity, and the fact that a very tough and tenacious film can be better produced with a Black Japan, is resulting in its more general use in many trades. In this line we also included our Rubber Finishes, as the dull finishes have the attention of the trade today. Both of these materials can be either dipped, brushed or sprayed, and the latter method of application is gaining in popularity.

We have improved the important lines of automobile and vehicle manufacturers. Also our line of Finishing Varnishes has been carefully checked to meet the increasing demand for particularly pale goods that will have to flow well and withstand the elements.

Mr. Hasson was assisted by Messrs. Quinn, Budden and Sterling. However, lack of space prevents us from reproducing the interesting remarks made by these three gentlemen.

0007-SWP-000131407

Mr. Body Outlines Modern Method System


L. F. Body

MR. BODY stated that there had been a demand for some time, for shorter system of finishing cars, and that we have, therefore, produced our Modern Method System, which we feel will fill a long-felt want. To finish a car in first-class shape, the work should be done as follows:

One coat of Modern Method Car Primer.

One coat of Modern Method Car Surfacer.

One coat of Modern Method Knifing Coat.

One coat of Modern Method Quick-Drying Car Body Color.

One coat of Enamelastic Car Body Color.

Two coats of Enamelastic Finishing Varnish.

He also explained that we were making two primers, a light and a dark, the dark being for reds, greens and all dark colors, and the light for yellows, oranges, etc. The primer as furnished is intended for steel, but is also suitable for wood. When using it on the latter surface it should be thinned with Elastic Reducer.

In all probability, he stated that it would take from eleven to thirteen days to finish a car with our new system. If necessary, however, the work can be done inside of seven days.

The Factory Holds Forth

All the Managers and Superintendents Explain Their Own Particular Work

ON WEDNESDAY afternoon Mr. Hain discussed the appearance of our packages, taking up in detail the subject of labels, cans and boxes. He explained that we had now adopted varnish labels which not only added greatly to the appearance of our packages, but also avoided in a large measure the trouble with rusting, as the varnished labels were impervious to moisture and do not allow the tin under the label to rust and spot through.


H. J. Hain

He explained that a great deal of time and expense had been devoted to the improvement of our cans, and that we are now buying a very high grade of tin plate and taking extra pains to improve the appearance of the cans by improving in the manufacturing. Eventually he said our products would be all put up in lithographed packages which will do away with the trouble of rusting, labels coming off, etc.

The complaints made on the suggestion blanks by the representatives were taken up in detail, and

suitable explanations were made, explaining just what the Manufacturing Department were doing to correct these troubles.

On Thursday morning Mr. Hain again opened the meeting and gave a general outline of the Manufacturing Department organization, explaining what had been done in the way of improvement during the past year, stating that at the present time thirty-six experts were in our laboratories, as follows:

13 in the Paint Testing Laboratories at Cleveland.

8 in the Varnish Testing Laboratories at Cleveland.

3 in the Chemical Laboratories.

3 at Newark.

9 at Chicago.

He said that during the past year we have organized a Research Department, whose special duties it is to develop new and original ideas. Also that a Railway Department laboratory had been established with Mr. M. L. Sims as its head, and this department is devoting its entire time to railway goods.

Mr. Hain, in closing, stated that we were constantly working to make each factory independent, self-sustaining units, by placing them in the position to give service to the districts served by them without the necessity of losing time by referring matters to Cleveland. During Mr. Hain's session, the following heads of Departments were called on for brief talks:

Mr. P. D. George, General Superintendent of Varnish Manufacturing; Mr. T. F. Creager, Superintendent of Cleveland Paint Laboratories; Mr. J. Sterling, Superintendent of Auto and Carriage Laboratories; Mr. E. C. Holton, Chief Chemist; Mr. W. J. Lawson, Superintendent Newark Factory; Mr. R. V. Brown, General Superintendent of Chicago Factory; Mr. F. R. Bigelow, Superintendent Paint Manufacturing, Chicago; Mr. G. A. Goodell, Superintendent Dry Color Manufacturing, Chicago; Mr. W. R. Sieplein, Superintendent of Factory Costs.

Our Auxiliaries in Better Shape than Ever

Mr. G. A. Martin Urges Pushing of White Lead

MR. GEORGE A. MARTIN, the Head of our Auxiliaries Department, was given a "big hand" and gave his usual splendid talk, which always seems to come "right from the heart."

Mr. Martin despaired of the fact that our White Lead business was not better. He told of his recent trip to the mines out in New Mexico, and of the splendid condition in which he found them. He impressed the Managers with the importance of urging the men to go after more business. "We have the right product and we want the business," said Mr. Martin.


G. A. Martin

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Mr. Weber Has Interesting Session

Business Leaks from Stock Department Point of View



J. G. Weber

"ON GOING over my work for the past few years in connection with the general matter of Stockkeeping, I cannot help but be impressed with the fact that we must have more co-operation between the Sales Manager and his Stock Department. That is, he must have a better knowledge of the inner workings of that department. To my way of thinking the Stockkeeper is next to the Manager, the most important position in connection with our warehouse proposition.

"In order to give you the best proposition in the country, we have established warehouses, centrally located in the commercial districts, throughout the country, so that we can give the trade quick service. This, in a measure, eats into the profits, for we can give you figures showing that goods can be shipped in a radius of 300 miles from a factory point cheaper than the back-haul of 100 miles, which we are shipping every day from warehouses. I merely mention this as the matter of shipping stock-orders from factory points is a saving that we must take advantage of, if warehouses must show a decrease in the cost to sales.

"You are all familiar with the fact that competition in all lines of business is getting keener and the margin of profits smaller with the results that large corporations, such as ours, have to watch with the utmost care matters of expense in the handling of every contract, be it large or small.

"Every Sales Manager should be in position to check up on his Stockkeeper, and every Stockkeeper should be familiar with contracts made on warehousing goods that are carried by request of Sales Departments. The management is always pleased to hear when Jones has landed a contract for 50 barrels of this, or 10,000 pounds of something else.

"The factory probably has been busy and worked up a formula which gives us a margin of profit on the contract, the Sales Department have added the selling cost, and the General Sales Manager can see increased dividends in advance. These contracts generally run a year, or for an indefinite period. One of the most important features is service—we must get goods to the warehouse quick to protect our contract—this is done and everything runs smooth until you find your competitor has come along with a better proposition. You either lose out or make good on a different piece of goods and then what becomes of the left-over portion of stock on hand in the warehouse? Right here I would like to ask, did any one ever see a letter from the Sales Manager saying: 'We are pleased to advise we lost Jones' contract with six barrels of Rx— - - in the warehouse?' No,

Sir! We leave that for the Stock Department to explain to the General Stockkeeper when he comes along, or we find it in the annual inventory.

"Now, these are leaks, and expensive leaks, and in a great many cases the profit on some large contracts leak out until, if the truth was known, there is no profit left.

"I believe you will all admit that this end of your work must have more careful attention. I say your work, for it is yours in the beginning, and I, as General Stockkeeper, only act as a sort of Agent between our Factory and the warehouse for the following out of your wishes.

"*C. F. Orders* — Another thing which will need more careful consideration is the matter of C. F. orders. We C. F. entirely too many goods, and when shipments are made, a large portion of the orders have to be sent out prepaid, making further inroads on our profits. I venture to say that 50 per cent of the C. F.'s can be avoided by better stockkeeping.

"*Direct Shipments*—The matter of direct shipment to customers from factory points must have the early consideration of the management, and we *must* have the co-operation of every Sales Manager on this proposition. While we have done a great deal of good this year, it was very poorly handled in spots. I believe that if we get proper facilities for handling, we ought to be in shape another season to handle orders with dispatch and correctly, and do less C. F.-ing.

"Every order which is not carefully checked as to proper name, Rex, etc., means either a letter, telegram, delays to customer, unsatisfactory service, and is a LEAK. Gentlemen, this is Criticism, and the remedy is in your own hands, and my advice is to get busy—it's entirely a matter of your own.

"*Discontinued Goods* –We are constantly writing the Stock Department advising them as fast as we get the Sales Bulletins as to changes, omissions and additions to the list, advising as to what factory to draw on, but in spite of all we do, there is hardly a day that we do nor have to re-write and forward orders to different factories. This is also true of other factory points. We have to double handle orders--write letters and frequently relay telegrams. This is a LEAK that can be prevented.

"Every warehouse should have in its office, a complete list of where the Company's products are made, in addition to the stock records. This, in my estimation, is a very important matter to outlying warehouse Managers, and should be enforced. The LEAK here cannot be computed.

"*Selling Overstocks –Leaky and Damaged Packages*—It is always a question as to the best way to dispose of a bad proposition and depends wholly on the conditions. There is no use of giving bum goods an excursion around the country paying freight, if you can get full cost plus your freight.

"We have worked out some good propositions to painters, and I believe that if we give our stock proposition more care, the overstock will be reduced. This refers particularly to outlying ware-

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houses. Where freight is less than 10 cents per gallon or 60 cents per 100 pounds, goods should be returned to the factory.

"Transfer of Stock to Warehouses—This is a matter that depends wholly on the sales in the district and difference in freight rates, etc.

"Correspondence—We get a great many orders referred to Department Managers, 'see letter'—the order takes its course and is sent to the Head of the Department. A great many of the orders are simply requested 'Rush,' have nothing to do with the making of goods; result is that you unintentionally delay your order 24 hours. Evidently you have no confidence in our Department, but I want to tell you that the same Manager you refer the order to, has to come to us for the dope. I also find that the order as a general rule gets to my office 24 hours ahead of the letter.

"Credit—We do not want car-load orders at factory points subject to credit approval—our shipping space is limited, and we must be positive that shipment will be made within 48 hours after we start to work on cars.

"In conclusion, I just want to say, that from the figures from our factory records ending August 31, 1913, the value of returned goods entered and charged out at all factories has increased considerably. These figures represent goods at factory cost. When you deduct from this what is known as package additional cost, take into consideration re-handling and actual loss in using up the goods, add to this the freight, an enormous figure would be the result."

Department of Research Ready to Help



E. W. Lutes

MR. LUTES gave a few brief remarks regarding his work in the Research Department, and assured all the Managers present that his department would cooperate with the district to its fullest extent, and were there to develop new and original ideas. He stated that this Managers' Meeting was the most important and effective that he had ever had the pleasure of attending, and was especially impressed with the magnitude in which our business has grown and with the remarkable spirit of co-operation and harmony which existed between our various divisions, and further that as a result of this, all things which we have done in the past, must be considered small and insignificant as compared with what we are going to do in the future. This applies not only to the volume of business which we are destined to do, but also to the manner of arriving at it as well.

To Win On Our Merits is Still Our First Great Aim

Sales Promotion Meeting

ON FRIDAY, a session was held at Cleveland for the purpose of discussing sales promotion matters. A number of interesting and important matters came up at this meeting, principally the discussion of a new change in the system of handling advertising orders which took place April 15th.

Each Sales Promotion Department has been written by our Advertising Manager, outlining the new plan, which calls for all advertising orders to be sent to Mr. C. C. Andrews, of the Printing and Sampling Department, who has now been made Superintendent of Advertising and Stationery Stocks.

Mr. L. R. Greene, of Montreal, brought up the need for a new system in our promotion work, to enable us to tell of different goods and the amount of goods that each agent has, to assist us in our promotion work. From this suggestion developed a plan worked out by Mr. Horsburgh, which was unanimously adopted by our Managers in the special session in Mr. Cottingham's office on Saturday. The new card will serve as a ledger card in the Accounts Departments and will also give information as to the line of goods being purchased by our different agents. It will eliminate considerable delay in making up the comparative sales report.

Those in attendance at the Sales Promotion Meeting were: C. M. Lemperly, Chairman; J. A. Bowman, Newark; Royal Cluxton, Chicago; R. B. Cogswell, Kansas City; L. R. Greene, Advertising Manager The Sherwin - Williams Co., of Canada, Montreal; B. B. Cannon, Sales Manager, Boston; F. E. Davis, R. H. Horsburgh, R. G. Billingsley, C. D. Thompson, W. B. Powell, F. W. Schill, F. F. Hesse and C. C. Andrews, all from the Cleveland office.



In Memoriam

Just as we go to press, a telegram was received, announcing the death of Mr. E. T. Parsons, Top-Notcher Railway Sales Manager on the Pacific Coast. Mr. Parsons was one of the old guard, coming with our Company in December, 1886. His sudden death was due to heart failure.

Mr. Parsons was the type of man who was loyal to home interests and Company interests, first, last and always. His watch presented by the Company for twenty-five years of service, was one of his most treasured possessions.

The Company and all who knew and loved this stalwart champion of right, join here in paying tribute to a man who showed his manhood always, and who was active right up to within a few hours of his sad death.

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Accounting Department Problems Discussed

OUR Auditor, Mr. Douglas, gave a very interesting talk embracing an account of the educational work we are doing here in the Company and telling of the importance attached to the way in which our correspondence is handled.

Mr. Cottingham reiterated Mr. Douglas' comments on letter-writing, by impressing upon the men the good or bad effect occasioned by the way in which a letter was worded and typed.

Mr. Douglas told of a plan he had of having correspondence of various men in his department passed over his desk every so often, and he suggested that it would be a good idea for other department heads to follow. By so doing, our correspondence can more easily be kept up to the Sherwin-Williams high standard.

Mr. Griffiths was called upon during this session and gave a very interesting and instructive talk on District auditing. Mr. R. H. Horsburgh then took up the matter of credits from a sales standpoint, and gave some very interesting data on this subject.

Mr. Frank Outlines Credit Policy

THE credit policy of The Sherwin-Williams Co. is to sell the *best* dealer and the *best* agent in every town the very *best* line of goods on the market. In so far as this policy, plan and procedure can be followed and adhered to, will our credit and collection difficulties disappear. Ordinarily the credit of the best possible agent or dealer is beyond question. Not only that, but he controls the largest volume of business. He may be hard to land, but when once with us "the proof of the pudding will be in the eating," and he will stick. So first and foremost let us go after big business and cater to high-class trade. Let us link our "quality" product and magnificent organization with the best of marketing agencies. This requires two essentials—(1st) capable representation; (2nd) enthusiastic confidence. Our representatives should be big and courageous enough to tackle the big prospects. Note the progress we have made in this respect in New York City and Chicago.

Furthermore, our line is "par excellence" in itself, and none other is in the same class. Let our men get thoroughly imbued with this idea of our organization, its policy and products, and competition will have no more show against him than a "snowflake would have in a blast-furnace." This is largely "sales talk," but credit and sales are so closely interwoven that there is scarcely any line of demarkation. Sales are the conversion of merchandise into cash. Credit is the loaning of the Company's cash capital invested in merchandise without security on a certain value and time basis.

"Who should have credit and who should not" is the constant

problem of our Cashiers and Credit Men. Ordinarily the first class is comprehended under the caption of the 4 C's—viz.: Capital, Character, Capacity, Competition. Any one lacking either or any of the first three could not be considered in the light of a first-class risk. It is difficult to state which of the above requisites are most essential. They should all stand out more or less strongly in every account we take on. Very often the element of competition and the chance of success of a new prospect needs to be considered and credit held in check and restricted according to peculiar conditions.

Finally, to sum up the proposition, what we are all working for is embodied in the following summary: *The largest volume of sales, converted into the highest percentage of cash, with a minimum of expense, in the shortest possible time, commensurate with the needs and good-will of the trade.* Followed to a logical conclusion this spells "profit and prosperity, good-will and sound trade relations," which is the goal of all good business and of our organization.

Important Meeting Held by Superintendents

On Friday and Saturday, the Superintendents held a special meeting in which a full and complete discussion of factory problems were discussed, and plans were made for improving the goods and service to a higher state of efficiency. It was the express determination of all in the Manufacturing Department to make this year the greatest ever in the way of service to the Sales Department. Mr. Hain was Chairman of this meeting and Mr. Sieplein, Secretary.

Cashiers Get New Title

Manager of Credit Department is the new title for our Company Cashiers. This change was decided upon during the meeting and met with the unanimous approval of all present.

While the Mediation Goes On

The Mexican Government have just purchased for the State of Lower California, 66 gallons of SWP, 50 pounds of Ochre and other sundry items to the amount of $200. At least one part of the Mexican Government is brightening up.

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Here are the Results of the Second Quarter



TOP-NOTCHER RECORDS
TO MARCH 1, 1914



ORDER OF TOP-NOTCHERS

	Points
Top-Notcher District Manager	
Mr. Geo. Mowat, Mississippi Valley District	499½
Top-Notcher Sales Manager	
Mr. A. E. Allen, New Orleans Sales Division	481
Top-Notcher Trade Sales Representative	
Mr. R. P. Bennett, New Orleans Sales Division	623
Top-Notcher Manufacturers' Sales Representative	
Mr. F. A. Randall, Western District	317
Top-Notcher Railway Sales Representative	
Mr. F. A. Elmquist, Atlantic Coast District	332
Top-Notcher Cashier	
Mr. T. G. Murphey, Atlantic Coast District	309
Top-Notcher Promotion Department Manager	
Mr. R. C. Gerth, Texas District	201
Top-Notcher Superintendent	
Mr. R. V. Brown, Chicago Factory	1004
Top-Notcher Retail Store Manager	
E. F. Keene	

Top-Notcher Traveling Representatives

	Points
Central District	
1. F. B. Spangler	607
2. J. T. Menefee	565
3. W. J. Peters	563
Western District	
1. W. F. Gallinger	577
2. G. J. Manassa	562
3. F. P. Flaniken	511
Mississippi Valley District	
1. R. P. Bennett	612
2. L. A. Steger	577
3. J. D. Jones	564
Southwestern District	
1. C. I. Berg	619
2. K. H. Nolte	566
3. E. J. Clare	564
Texas District	
1. G. C. Conger	615
2. W. L. Morgan	613
3. E. McKay	543
Atlantic Coast District	
1. F. C. Donnison	597
2. A. D. Collins	565
3. G. S. Spettigue	546
New England Division	
1. P. L. Maury	604
2. R. M. Fay	587
Pacific Coast District	
1. F. W. Wansner	583
2. S. G. Harless	579
3. G. E. Wise	567

General Standing Managers

District	*District Manager*	*Place*	*Points*
Mississippi Valley	Mr. Geo. Mowat	1	499½
Western	Mr. H. M. Ashby	2	476
Pacific Coast	Mr. L. W. Wolcott	3	471
Central		4	453½
Atlantic Coast	Mr. H. D. Whittlesey	5	440½
Texas	Mr. F. F. Myers	6	432
Southwestern	Mr. W. R. Ashbrook	7	416
Division	*Division Manager*	*Place*	*Points*
New Orleans	Mr. A. E. Allen	1	481
Los Angeles	Mr. J. B. Kurts	2	470
Cincinnati	Mr. W. W. Haynes	3	402½
Chicago	Mr. S. H. Stewart	4	424
Savannah	Mr. R. N. Ballow	5	410½
San Francisco	Mr. L. F. Collister	6	385½
St. Louis		7	375
Omaha	Mr. F. A. Welsh	8	347½
Philadelphia	Mr. C. P. Jarden	9	331
Newark	Mr. J. R. Stout	10	329½
Boston	Mr. B. B. Cannon	11	320
Cleveland	Mr. A. E. Kydd	12	317½
Dallas		13	313
Minneapolis	Mr. J. P. Coleman	14	301½
Portland	Mr. D. A. Aronson	15	282
Kansas City		16	210½

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Campaign Recognition Banquet

ALL the various Managers met promptly at 6:30 and marched to the Banquet-room on the third floor. Outside the banquet-hall we found Mr. Cottingham and Mr. Joyce keeping time to fife and drum music which was found to come from the banquet-room. As soon as we went through the doors, we forgot all about the Union Club and thought we were at the encampment of some National Guard. There were tents pitched in different parts of the room, flying banners and flag. The speakers' table stretched one length of the room and was designated as the cabinet. Directly in front of this was the Forward Again Campaign table—War Department—then there were the Brigadier-Generals, Colonels, Lieutenant-Colonels, Cavalry and Artillery tables. The factory men sat at a table called the Commissary Department. The place cards were in the form of little Cannons, and besides the beautiful floral decorations, the tables were brightened up with little standards flying the stars and stripes.



Recognition of Merit Medals

All the men who had done good service during the Campaign found at their places an award for their labors in the shape of a beautiful dull silver medal attached to a red, white and blue ribbon, so as to form a badge. On one side of the medal there was the Forward Again design and on the other Mr. Cottingham's family crest. Mr. Cottingham later explained the Latin motto: "Mens cuiusque is est quisque" --As a man thinketh so is he --was one in which he especially believed.

The banquet had a rousing send-off by singing the Forward Again song, and its author—Jay Ingersoll --was called to the front by Commander-in-Chief Cottingham, and awarded a medal amidst much applause. By this time the men had begun to look over the Cartoon Book and to appreciate the clever work represented in it, so Commander-in-Chief Cottingham called Mr. G. P. Rodgers the artist and designer of these cartoons to be bedecked with a medal.

Needless to say, the Union Club Chef did himself proud, and all the soldiers voted it was the most delicious mess they had ever sat



Mr. Cottingham Drink a Toast With Me to the Boys on the Road

down to. During dinner, there was considerable music, from tango pieces of the orchestra to songs emanating from the different tables.

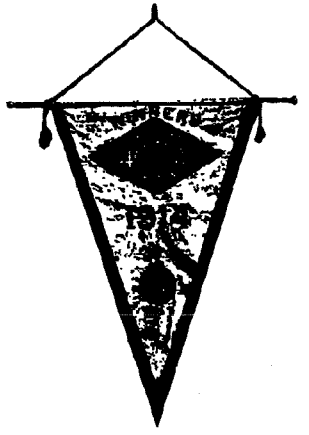
When dinner was over, Commander-in-Chief, Cottingham arose and started off the main issues of the evening namely, awarding the cups and hearing the tales of battle from the men who had been in the field.

The first to be awarded was Brigadier-General Ashby, who received the District Manager's cup for bringing his entire staff of 15 Trade Sales Representatives and seven Specialty men across the line. When General Ashby came forward for his cup the crowd sang: "He's a Jolly Good Fellow," and Commander-in-Chief Cottingham drew up a curtain back of him revealing the splendid Forward Again banner which was awarded to the winning District. General Ashby, loaded down with his trophies, staggered back to his table, and in response to wild applause, said the following: "Everybody in the Western District was determined we would win, and I am glad to go back and tell the boys of our success. I think we are very lucky to get the cup away from the other hard-working Districts. Now we are going to go out for the Top-Notcher, and we are determined to win. We are serving fair notice on all of the other Districts, and we know we are going to win because the victory just achieved in this Campaign will give us confidence for the Top-Notcher."

Colonel Sam Stewart was next to receive a cup. In his speech he backed up Mr. Ashby's claim that their District had just started and that they were now on the way for Top-Notcher achievements. Mr. Cottingham then called on Mr. Coleman—"The man that put the gain in Campaign."

Colonel Coleman told how he had started the Campaign going in Minneapolis—he received the first shot telegram on Sunday morning and immediately called a Get-Together meeting at his club of all the local salesmen, divided them into teams and selected a secretary, to whom they should report. Colonel Coleman said that teamwork did the business and warned the other Managers to look out for the Northwestern District.

The next to come forward was



Honor Flag won by H. M. Ashby

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A. D. Joyce
What's the Matter With Who's All Right!

Colonel Haynes with the splendid record of eleven out of eleven men across. Colonel Haynes said that he may have had a little advantage over the other men because back in 1898 the Sharpshooters from Tennessee and Kentucky were the best in the U. S. Army, so of course, they would be expected to be a little bit better than the rest.

Mr. Cottingham then announced that there were 146 men entitled to Certificates. The following Managers were then called on for speeches: Messrs. A. E. Allen, F. F. Myers, A. E. Kydd, L. F. Collister, J. R. Stout, who responded with remarks relating to their experiences during the Campaign.



Mr. Martin
There Are no Old Men in this Organization

Mr. Paul Kinnison then favored us with a song, and he had such an enthusiastic reception that he was forced to sing an encore.

Mr. H. D. Whittlesey then got up and proposed a toast to Mr. Joyce, and called on him for a speech. Mr. Joyce then gave a splendid talk commending the Commissary Department for the splendid work they had done in assisting the Sales Department during the Campaign, and ended by reading Van Dyke's poem: "My Work." After finishing this, he made a presentation of the cup to Mr. Cottingham.

Mr. Cottingham responded by saying he appreciated all the nice things said and that he had been given too much credit for the Campaign. He referred to the splendid staff in The Sherwin-Williams Co., and said that people often asked him to analyze the Sherwin-Williams Spirit, but it really was something that could not be analyzed. In referring to enthusiasm, he said that he had a horror of fake or forced enthusiasm, but that Sherwin-Williams kind springs from something untangible.

Mr. Whittlesey was next to speak. Then came Messrs. C. P. Jarden, B. B. Cannon, L. W. Wolcott, J. B. Kurtz, D. A. Aronson, W. R. Ashbrook, and F. A. Welsh.

Commander-in-Chief then called G. G. Mowat, telling him to "Remember Austerlitz and forget Waterloo." General George Mowat with true Napoleonic manner, addressed the Commander-in-Chief as "Sire," and then went bounding off on a sea of Mowat oratory. General Mowat said he really didn't feel right not being victor and that the presence of surrounding great-



Mr. Beardslee
I Wasn't Aware That the Department of Labor was Expected to Talk

ness overwhelmed him. He also stated that from inside "dope" he knew that more and greater business was still coming.

The different members of the "Cabinet" were then called upon, as follows: Messrs. G. A. Martin, J. C. Beardslee, E. M. Williams, A. W. Frank, H. J. Douglas, and Geo. W. Ford, who responded with short speeches.

Toastmaster Cottingham then referred to the "Gloom Squad," calling on Mr. Albright, Mr. Richardson and Mr. Madill. These three gentlemen responded nobly, and unanimously declared that they believed better things were ahead for them.

The Toastmaster next called on some of our allies. Mr. Greene said he brought greetings from The Sherwin-Williams Co., of Canada, and said he appreciated the opportunity he had to peek around in our arsenal and examine the ammunition we were using.



Mr. Douglas
Yes, There's Lies, Damned Lies, and I'm the Statistics

Another ally to speak was R. W. Levenhagen. He said he was proud of his connection with The Sherwin-Williams Co., and with the Campaign, and that he had started a business booming campaign of his own. This did not start until the first of March, but that it was still going on and that it would not end until the first of June.



Mr. Williams
Perhaps You Would Like to Hear My Little Watermelon Story

Mr. Cottingham again referred to the fact that the young men in the Company had a great opportunity, and referred to the leadership which young men had played in history. In the Protestant Revolution, the average age of the men was 38; in the Puritan Revolution it was 40; American 38; and the French Revolution 34. He confessed that one reason he wanted to have the Forward Again Campaign was to see if the young men were able to carry it out. He told of how well he was pleased with their actions in the Campaign, and asked the Forward Again Committee to come forward and receive some rewards. These rewards were beautiful gold watch-charms with *The Chameleon* carved on one side and an inscription on the other. Members of the Forward Again Committee consisting of Messrs. F. E. Davis, C. M. Lemperly, L. F. Body, H. J. Hain, C. G. Bull, J. O. Hasson, O. A. Hasse and R. W. Horsburgh, then made a few remarks. "Auld Lang Syne" was then sung, thus finishing the greatest meeting ever held by our Company.



Mr. Frank
I Can Report the Cash Department in Excellent Condition

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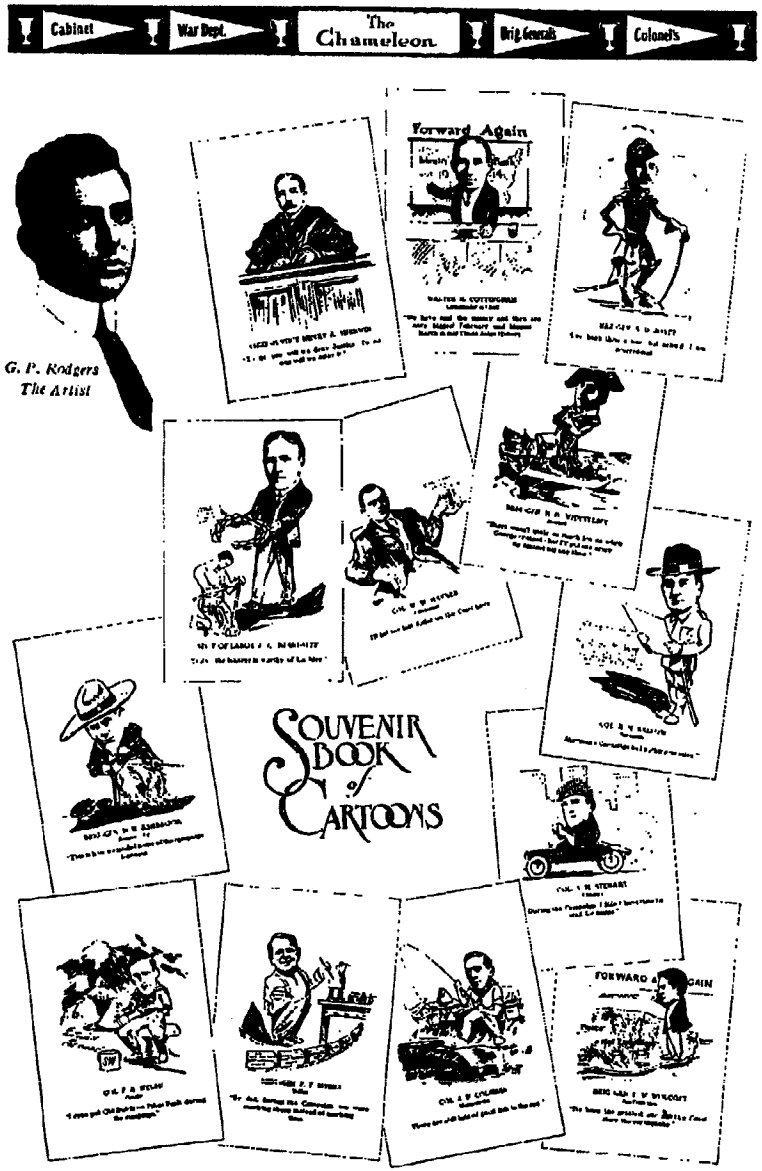
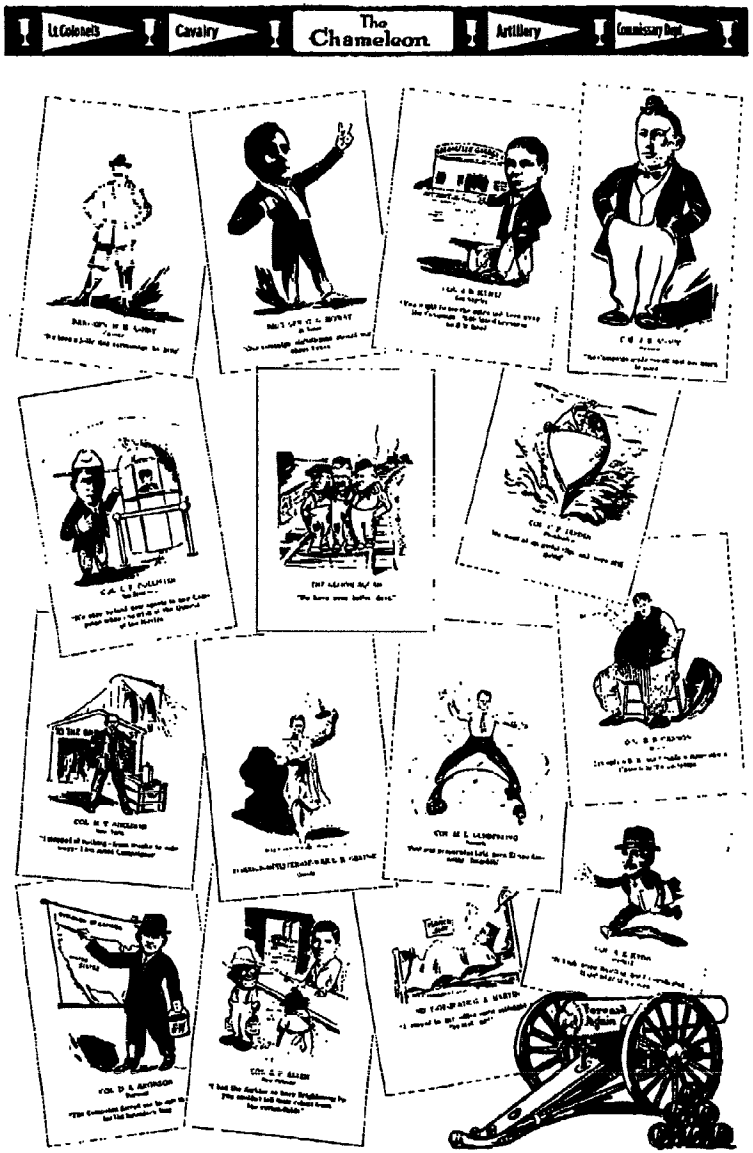


Pages from Souvenir Book



Showing our Managers During the Battle

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Mr. Albright

We Thought We Had It Long Ago—But You Fellows Have Got It

Gloom

The



Mr. Richardson

I Only Want to Reiterate What Bill Says

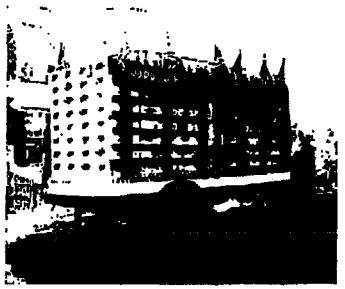
Squad



Mr. Madill

I Just Wanted Them to Know What Kind of a Company I Represented

We Help Open Up the New Hudson Essex Boulevard



THIS cut shows a truckload of empty SWP boxes, which helped form part of the Industrial Parade at the opening of the new Hudson Essex Boulevard, which is the new main traffic thoroughfare between Newark, Jersey City and New York. The opening was very important to the shippers and manufacturers, and we are glad to say that we took a very important part in the parade, as this was one of the first loads to go over. The Dodge & Bliss Co. are the manufacturers of the boxes for our Newark Plant, and they represented us with their truck loaded with our boxes.



Committees Busy With Plans



Secretary F. E. Davis

AS ALREADY stated, in the final issue of the *Marching News*, it has been decided to hold a general convention of all the representatives in Cleveland the coming Fall. Mr. Davis, who needs no introduction to our readers, has been appointed Secretary of the Convention, and we predict with Mr. Davis at the wheel again, a greater and bigger convention than the one held in Chicago, in 1910, which the majority of our men attended, and who can look back to this time with pleasant reminiscences. You won't have to look for Mr. Davis at the Thirty-Fourth Annual Convention. He will be there to meet you and give you the glad hand of welcome.

Mr. Williams, who is the original Little Paint Man, will also be there with the Great and only Sherwin-Williams Circus, last performance held in the Auditorium Hotel, Chicago, 1910. Ringmaster Williams has added several attractions since that time, and you can bet that there will be some mighty good stunts pulled off.

The different committees are busy making the necessary arrangements for the greatest Convention in the history of our Company. Get yourself ready for the Expansion movement. Break your previous records and bring new achievements along with you when you report this October.

Mr. Cottingham Off to England

Mr. Walter H. Cottingham and family sailed Tuesday, May 19th, on the *Lusitania* for their Summer residence on the Thames. This is the annual combination trip of Mr. Cottingham for recreation and business. He was loaded down with papers and other matters pertaining to work when he left us, and it is doubtful whether he will obtain the rest he deserves after such strenuous work here as leader of the Forward Again Marchers.

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My Work

By Henry Van Dyke

Let me but do my work from day to day,
In field or forest, at the desk or loom,
In roaring market-place or tranquil room;
Let me but find it in my heart to say,
When vagrant wishes beckon me astray
"This is my work; my blessing, not my doom,
Of all who live, I am the one by whom
This work can best be done in the right way."
Then shall I find it not too great, nor small,
To suit my spirit and to prove my powers;
Then shall I cheerful greet the laboring hours,
And cheerful turn, when the long shadows fall,
At eventide to play and love and rest,
Because I know for me my work is best.

The above poem was read by Mr. A. D. Joyce at the Managers' Meeting Banquet

Imagination in Business

By G. H. Griffiths

WHAT is imagination? Lexicographers tell us that it is "that faculty or power of mind by which it conceives and forms ideal pictures of things communicated to it by the organs of sense. The power to create or reproduce an object of sense previously perceived: invention."

What is imagination in business and how can we apply it?

Imagination in business is the faculty of seeing opportunities for self-improvement, which so many, even educationists, overlook. It is the power to glorify the commonplace and to find in our work a charm which enables us to acclaim it a God-sent blessing rather than a form of drudgery.

It is the ability to devise ways and means of improving both the quality and the quantity of our accomplishments. To make "two blades of grass grow where one grew before."

It is that which has been the incentive of pioneers of all ages and all countries.

It is that which has prompted men to penetrate earth, sea, and sky and to bring out from each forces which had lain hidden and which would have remained hidden forever from the unimaginative—and to bring those forces into subjection for the benefit of mankind through their application to commercial development.

It is that which has overcome what seemed to be insurmountable difficulties in the making of nations. That which has "laughed at impossibilities and cried, it shall be done."

It is that which has raised monumental buildings and built up great institutions.

It is that which has given us the thousand-and-one fine tools with which we work and by which we advance.

It is that which has given men a vision of the future which is every day becoming the present with new visions of the further future.

There is an imagination to be cultivated as we would a precious plant; there is an imagination to be cast out as we would the rankest weed. There is that which should be a part of every man; there is that which should have no place in our life. There is that which uplifts and makes us true men; there is that which degrades and reduces us to a lower level than that of the beast.

There is that which, while contributing to our own material good, injures not another; there is that which is but the perverted sense of the charlatan seeking whom it may devour.

But I must stop—lest my imagination carry me beyond the limits of the occasion, for I find I have entered an ever-widening circle which has no limitation but time and space.

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Get-Together Club Holds Banner Meeting of Year

Mr. Cottingham Talks on Opportunity of Young Men with The Sherwin-Williams Co.

WITH the assistance of the Glee Club and the S-W Trio, the Foremen's Club, and the Get-Together Club were royally entertained at the last meeting held by the Get-Together Club. We were also very fortunate in having Mr. Cottingham with us, as he gave an interesting heart to heart talk on "Getting on in the World."

In brief, he stated that the opportunity for a young man in this age was much better than when the railroads and steamship companies were not so numerous as they are at the present time. These facilities opened the way for better opportunities, and we, ourselves in this great business, are making use of these facilities which naturally helped us to broaden our business. He also stated that the field in our organization was unlimited. There is plenty of scope for all of us and with our working together, the business is bound to be successful. The bigger we can make it, the broader we can make our own opportunities. We must keep in mind ambition, courage and perseverance, for in order to make a successful life, we must have a definite aim. Courage and perseverance he said, was also necessary, as business is a struggle, and in order to meet competition, we must put forth a courageous effort. Another thing he mentioned was to keep in mind the forming of good habits. After a habit is once formed, it almost becomes a fixture. A habit naturally can work both ways—good and bad—and if your cultivation is in the right direction, it is one of the best assets of a successful career. You must also concentrate on the little tasks that you are performing from day to day and in this way, build yourself up for larger and broader opportunities.

In closing, Mr. Cottingham said that in order to have a successful life, we must work and work hard. Take pleasure out of it, instead of making it a grind. In our organization, we try to make the work interesting by having Top-Notcher competitions and campaigns which help to create interest instead of making work a burden. Keep busy with something—be a good leader —set an example to others –place responsibility on yourself and develop new ideas that will help you in your life's work.

He also impressed upon us the value of thrift, and stated that every young man should save some of his income by putting away stipulated amounts, and sticking to it, and when a sufficient quantity is accumulated, invest it in good securities. The cultivation of this habit will prove profitable to you in the latter days of your life.

Lastly, in order to broaden your scope of life, read the right kind of books, history especially, and by following the lives of some of the great men in our history, you will be able to acquire some of the good points that have made them successful.

J. E. Ingersoll Presented With Cup



J. E. Ingersoll

ON MONDAY evening, April 27th, the S-W Glee Club held their farewell meeting and banquet in honor of J. E. Ingersoll, who has so successfully brought this club up to its now high state of efficiency. A silver loving cup was presented to him in appreciation of his faithful service. He leaves us with much regret, but we feel that in his new work on a Central District territory, his opportunities will be broader and we will hear of greater distinction than he has already achieved.

In addition to leading the S-W Glee Club, Mr. Ingersoll wrote the "Forward Again" song, which we are all now so familiar with. He also wrote "Sons of Get-Together" to the tune of "Soldiers of the Queen," which made a decided hit at the last meeting of the Get-Together Club. Following are the songs:

SONS OF GET TOGETHER

Tune—"Soldiers of the Queen"

I

Sons of Sherwin-Williams up and sing, for here in Brotherhood we stand;
Let us make the walls and rafters ring, for this, our Get-Together Band;
"Get-Together" is our motto, let it be none other while we walk this life;
We'll fight on valiantly, helping gallantly,

One another as we breast the strife; Helping one another through the strife;
The glorious name of Sherwin-Williams,
Has been entrusted to our hands.

Chorus:

For we're sons of Get-Together boys, all free, my boys, are we, my boys;
We'll fight the battle side by side, and we'll win by courage and by might;
So up and onward let us move, united by the bonds of love;
Let Get-Together's victory be ever blazing in our sight.

II

Twelve long years we've battled side by side, and conquered all that stood before us;
Now the world must stop and stand aside, beware the man who dares ignore us!
Guided and protected by our Founder's love, inspired by his life's great work;
We'll fight on readily, winning steadily,

Deeming it a rank disgrace, to shirk; Never knowing what it is to shirk;
The glorious name of Sherwin-Williams, has been entrusted to our hands.

Chorus:

FORWARD AGAIN!

Tune—"Tramp, Tramp, Tramp, the Boys are Marching"

I

Come my men and swell the throng, let us raise a joyful song;
CONFIDENCE, AGGRESSIVENESS — our motto be!
Let ENTHUSIASM reign, ours is "Forward March" again!
Sherwin-Williams men proclaim PROSPERITY!!!

Chorus:

Forward! ! — men of Sherwin-Williams, ours shall be the victory;
We have shown the world our worth, for we cover all the earth;
Forward now again! !— Hurrah SWP.

II

Fully fifty years we've run, many laurels we have won.
Yet we've only just begun the noble fight;
Through the ages still before, we will conquer as of yore;
Sherwin-Williams is the only paint that's right.

Chorus:

Mr. E. Stahl succeeds Mr. Ingersoll as Director, and we have every reason to believe that this gentleman will continue to improve the Club.

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Cleveland's Matinee Idol Put to Shame

FOR weeks the girls of Cleveland, and of course our S-W fair sex were included, had bemoaned the fact that their own Vaughan Glaser—Cleveland's long-worshipped matinee idol, was going to leave for new fields to conquer. The copious tears that fell, intermixed with the April showers to such an extent that Spring did not seem filled with its usual joy and gladness.

But one day there caught our eye a poster which read: "Vaughan Glaser Leaving—but you should worry 'The District Attorney' is coming."

From then on we could scarcely wait for April 18th to come 'round. In fact we were helped to count the days by means of posters saying: "So many days from today 'The District Attorney' appears at the Metropolitan Theater."

When the evening of the 18th finally rolled around, there was such a large crowd of happy and expectant people waiting to get into the theater that one would have supposed none less than Eva Tanguay herself was booked to appear.

The Metropolitan is one of Cleveland's newest, most beautiful and largest theaters, but it proved not a bit too ample to accommodate the large crowd that turned out to witness the latest S-W show.

And what a show! It was easily the best one we have ever "pulled off." Not a hitch, no boring passages, no exasperating waits, nor embarrassing "promptings." The show went off with the dash and pep that is worthy of an S-W enterprise—one would have thought that some of the "fifty years devoted to the perfecting of our paints" had been used to develop some actors also.

Vaughan's absence the minute L. Goldenbogen stepped on the stage and gave his fine impersonation of the hero —The District Attorney— was forgotten. We have to hand it to Louie for being our best little matinee idol.

Clif Andrews was a regular old Bull Mooser when it came to putting over his politician character. Jay Ingersoll felt right at home as a football hero—his training in the "School of Experience," up at Dartmouth, served him in good stead behind the footlights.

In fact all the boys were excellent, and it is too bad we haven't the space to tell you about each one of them.

And as for the girls—we never knew until that night that Billie Burke, Ethel Barrymore, and Sarah Bernhardt were right here in our midst all the time. From the dramatic acting of Ethel Munro to the shuffling along of Bessie Wilmot as Mandy, the girls all had their parts "down pat" and deserve hearty congratulations.

A pleasant feature of the evening was the singing of the Glee Club between the acts.

Suggestion Blank Winners

WE WERE pleasantly surprised this year by the number of good suggestion blanks that were returned to us by the majority of the Managers and Representatives, showing conclusively that a good deal of thought was spent in the preparation of them. The Committee read over every blank, and the best extracts were held out and read at the Managers' Meeting. Next year we plan to send them out earlier, so you may have plenty of time to go over them and jot down your suggestions as you meet them on your territory. The Committee want to thank each and every man who returned his suggestions, and take pleasure in announcing the following winners in each District:

Central District
1st Prize.....Earl Hess
2nd Prize.....F. B. Spangler

Western District
1st Prize.....W. F. Gallinger
2nd Prize.....G. L. Lathrop

Mississippi Valley District
1st Prize.....J. D. Jones
2nd Prize.....R. P. Bennett

Southwestern District
1st Prize.....E. H. Nolte
2nd Prize.....J. Barker

Texas District
1st Prize.....J. J. Twaddell
2nd Prize.....G. C. Conger

Atlantic Coast District
1st Prize.....G. S. Spottigue
2nd Prize.....P. L. Maury

Pacific Coast District
1st Prize.....F. W. Wansner
2nd Prize.....F. W. Hewes

Old Dutch Lead Competition

WE congratulate the winners for their success in the Old Dutch Lead Competition, which extended over a period of three months, January 1st to April 1st. The first prize was $50, the second $25. The successful representatives follow:

Cleveland Sales Division
1st Prize.....E. L. Hess
2nd Prize.....E. P. Hobson

Cincinnati Sales Division
1st Prize.....E. E. Swineford
2nd Prize.....J. C. Titzel

Chicago Sales Division
1st Prize.....C. P. McNellis
2nd Prize.....H. O. Allen

Minneapolis Sales Division
1st Prize.....P. H. O'Neill
2nd Prize.....G. L. Lathrop

St. Louis Sales Division
1st Prize.....R. J. Tooker
2nd Prize.....H. W. Nessel

New Orleans Sales Division
1st Prize.....R. P. Bennett
2nd Prize.....G. G. Meneier

Kansas City Sales Division
1st Prize.....W. S. Ham
2nd Prize.....W. R. Oliver

Omaha Sales Division
1st Prize.....C. L. Berg
2nd Prize.....F. C. Steele

Dallas Sales Division
1st Prize.....J. J. Twaddell
2nd Prize.....G. C. Conger

Newark Sales Division
1st Prize.....F. S. Brady
2nd Prize.....W. H. Potter

Philadelphia Sales Division
1st Prize.....W. H. Jarden, Jr.
2nd Prize.....A. Larkins

Savannah Sales Division
1st Prize.....K. H. Wood
2nd Prize.....A. D. Kiser

Boston Sales Division
1st Prize.....J. H. Haynes
2nd Prize.....F. H. Ripley

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The Veteran Paint Maker

Foreman SWP Grinding Department—Cleveland Factory



Philip Steyer

ON MARCH 10th, Philip Steyer completed his 40th year in the Company's service, thus holding the record for continuous long service among Employees of the Manufacturing Department. Starting as a boy, 40 years ago, he worked hard, and constantly attended to his duties, and in due time became Foreman of the Liquid Paint Department. When SWP was first conceived, Philip was the man to mix the first gallon of it under the personal directions of Mr. Sherwin and Mr. Williams. In fact SWP then really meant Mr. Sherwin, Mr. Williams and Philip. Philip did the heavy work, while the others did the looking on, and so he has been doing for all these years. Millions of gallons of SWP and other Liquid Paints have been made in his department, to which he has always given the closest personal supervision. With him in the department are several other men who have served from 10 to 25 years, and more.

The Sales Department need have no fears of the quality of SWP when backed up by such an organization. During the Forward Again Campaign just closed, Philip was in line with the whole of the Cleveland Factory, energetically sending supplies to the front, and every call for more ammunition was answered very promptly with proper material.

The Sales Department do not hear much about such men as Philip Steyer, but all join in giving all honor to the man behind the mill who has made SWP famous.

Mr. Fenn Returns from Mediterranean Cruise

Our Secretary, Mr. S. P. Fenn, has just returned from a cruise through the Mediterranean, greatly improved in health and in fine trim to take up his duties again with renewed vigor. Mr. and Mrs. Fenn left New York March 7th and spent most of their time touring through Southern France and the Mediterranean countries. It was a keen disappointment to Mr. Fenn that he was unable to be here during the Forward Again Campaign, but he felt it his duty to take Mrs. Fenn away for her health. We are glad to say that Mrs. Fenn was greatly benefited by her trip, and we sincerely hope she will continue to enjoy her renewed health.

In Memoriam



Mr. F. B. Hare

The following resolutions were adopted at the Managers' Meeting:

WHEREAS, The Supreme Ruler of the Universe in his infinite wisdom has seen fit to call from among us Mr. Frank B. Hare, our Beloved Comrade, be it, therefore,

RESOLVED, That, in his passing, The Sherwin-Williams Co. has suffered the loss of a loyal supporter, and the members of The Sherwin-Williams Co. organization have lost a faithful friend, and be it further,

RESOLVED, That we tender to the family of Mr. Hare our heartfelt sympathy in their bereavement, and that we assure them of the high respect in which he was held, and that his memory shall always be treasured among us.

[Signed] ADRIAN D. JOYCE
H. DE WITT WHITTLESEY
B. B. CANNON

Mr. Hare was one of the old guard he came as a representative with the Company, December 1, 1890, traveling in the State of Maine, where he established some of the best agencies on that territory. Some years ago he was put on the retired list, but up to the time of his death, was still a very enthusiastic S-W man; only last Fall having attended the Atlantic Coast District Convention at New York, where he was a very interested spectator, and took part in several of the discussions.

Mr. Hare was born in South Egremont, Mass., July 26, 1845, and died at Manchester, N. H., April 9th, his home, and was buried from there. He leaves a widow, Mabel Tolles Hare and four small children and one grown up son by his first marriage.

Three More Win Honor Certificates

Through error, we neglected to mention in the final issue of the *Marching News* that Mr. G. A. Martin, Mr. Buchanan and Mr. Girard Geisinger were entitled to Honor Certificates. We regret that this error was made, and extend our hearty congratulations to these gentlemen now for their achievement in getting over the line.

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Personal Notes from our Associate Editors



Chicago and Minneapolis

Thirty members of the Chemistry and Chemical Engineering Class of the University of Illinois, in charge of their instructors, made their annual visit to our plant on April 15th. They were all very much interested in the different Departments through which they passed, and were particularly pleased with the demonstration which was offered them by our Chemists, regarding Flaxoap and Insecticides. The Lead Works also proved a point of vital interest.

We congratulate Mr. R. W. Western, Chicago City Representative, on having just closed a contract with one of the largest Radiator firms in the world for their requirements on Enamels, Japans, etc.

Representative P. L. Munger's town report indicates that he is having good success in selling Flat-Tone on large buildings, and that the product is so superior in quality that it eliminates all competition. Just sold Iserman Building, new, over 100 gallons of Flat-Tone.

Records, like resolutions, are made to be broken. During the final days of the Forward Again Campaign, when everybody desired to get into the March sales the largest possible volume of business, the representatives in the Northwestern Division took time to establish a new agency record. From March 20th to 30th, inclusive, we secured 19 new agencies, 16 of which were the SIMON PURE brand, as we call them in the Northwest. This was some record.

Mr. Lau leads the Division in personal varnish orders sold, and Mr. O'Neill is high man on Flat-Tone sales.

Cleveland

Mr. Jonathan Edwards Ingersoll, "The former Dartmouth Football Star" of S-W Glee Club fame, left headquarters a short time ago to represent old Central District on Territory No. 1. His many friends in the S-W Cleveland Office send best wishes to accompany "Jack" in his new work.

Mr. W. P. Hambaugh, of Territory No. 45, out of Cincinnati, has just uttered those fatal words: "I do." Mrs. Hambaugh is a Mississippi Belle, whom W. P. was particularly fortunate in ringing with a wedding ring.

W. A. Mason, of Territory No. 4, out of Cleveland, must be the man

who put "Bright" into Luna Parks, for he has been successful in landing more than his share of this trade.

This month Mr. E. L. Hess, Territory No. 9, has just rung the hundred mark for new dealers, year to date, which is the second highest record in the Company. Congratulations Earl.

Mr. Paul Krush, of Territory No. 7, out of Cleveland, has been doing some commendable work in landing new agents, leading Central District in new agents, year to date. Cover-the-Earth -that's Paul.

W. P. Hambaugh, F. B. Spangler, W. M. Hoey seem to have been in conspiracy to land all the new accounts in Cincinnati Division. In fact all the Cincinnati boys are "going some" in new accounts.

Our representative, Fred Carruth, of Territory No. 46, out of Cleveland, is determined that Pittsburgh will be bright, yet, and records show that he is succeeding.

San Francisco

Representative, Mr. W. B. Baker, Territory No. 510, is certainly cleaning things up this year in the way of new agents. He has landed two so far this month and 20 for the year to date, and is still going strong.

Messrs. Wolcott, Kurtz, Aronson and Collister have all returned from the meeting full of enthusiasm, and unite in claiming it to be the best ever in the way of a Convention.

A few days ago the architect in charge of the New York State Building for the Panama-Pacific Exposition Building, telephoned us to inquire if we made a flat paint to be used on wall board. Of course, we told him all about Flat-Tone, and it may interest the members of our Company to know that exhaustive tests have been conducted, and we have excellent chances of selling Flat-Tone for the interiors of a great many of the enormous Exposition Buildings.

Mr. A. B. McDonald, the Chief Clerk of our San Francisco office, joined the ranks of the benedicts a few days ago and was happily married. Mr. McDonald has been with the Company for nearly two years, and we all join in wishing him a happy future.

Miss Rose Davis, Chief Stenographer of our San Francisco office, has just returned to her work after a rather serious illness for about five weeks, which necessitated a severe operation. Miss Davis has been in the employ of the Company for over 15 years. We are all glad she pulled through the operation so successfully.

A letter has just been received from our Top-Notcher representative, Mr. F. W. Wansner, to the effect that he is selling every merchant in the town of Point Arena, and that SWP is in big demand in that locality. This is surely going some.

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St. Louis

Mr. H. W. Nessel, the enemy of BPA's, has just put across a big new agent at Columbia, Mo. This was a mighty hard fight for Mr. Nessel, owing to the fact that we have not been represented in that town for seven years; but according to the report received on the Brighten Up Crusade Campaign being carried on, we can expect big business. The Dailey-Renie Hardware Co., the new agent, is very enthusiastic over our proposition and is taking advantage of every help we offer the dealer.

Mr. R. P. Bennett, Top-Notcher representative, and also the first man across the line for a President Honor Certificate, has also been putting across some mighty big business in Louisiana. Just recently he landed a straight car-load of SWP, also two good size agents.

Mr. G. E. Leis, on MSD Territory No. 137, has just been successful in having the painting specifications for the May Company, of Cleveland, changed from lead and oil to S-W Flat-Tone. This is the result of Mr. Leis convincing Mr. O'Connell, of the O'Connell Painting Co., of the satisfactory and economical results obtained through the use of this excellent piece of goods.



WITH OUR FACTORY EXPERTS



Chicago

Chicago Factory enjoyed an exceptionally good period for operating during the months of February and March, and with the heavy business which we encountered during the Forward Again Campaign believe that all departments did work which was extremely creditable. All of our Paint and Varnish Departments have been working to capacity, and we have been able to fill our orders out of a stock which was possibly not as great in amount as has been the case in the past. Everybody was enthusiastic in the Campaign, and it certainly had its good effects at this plant.

The Dry Color Works was called upon to make heavy deliveries to the various factories of the Company, and also to the trade, and have succeeded in giving extremely good service, and made prompt shipments in spite of the rush of business that was thrown upon them.

In the Insecticide Departments we have been going through our rush period and have been supplying the warehouses and trade with the usual large amounts of Arsenate of Lead, Bordeaux Mixture, Tuber-Tonic, Paris Green and Lime-Sulfur Solution. We have been successful in giving good service on all these commodities, with the exception of Dry Arsenate of Lead and Tuber-Tonic, and have now cleaned up all of our orders of the latter commodity, and are confining our attentions to the dry goods.

The reconstructed Power Plant is making splendid gains, in economy, and we expect shortly to have the decorations of the reconstructed plant completed. When this is done, Chicago will be able to boast of one of the most complete engine and boiler-rooms in the City.

New dust collectors have been installed over the Dry Color Grinding Mills, removing the existing collectors into which the dust from all mills was discharged. Each mill now has a separate collector, which not only confines the dust much more effectively, but by not allowing it to become mixed, it is classified so as to make the recovered material most valuable.

At the last meeting of the Foremen's Club 23 members were present. Subjects of general interest regarding the Factory were discussed and three more applications for membership were considered. This would bring the total membership up to 42.

Cleveland

The Spirit of the Forward Again Campaign was imbibed so thoroughly by the Cleveland Factory staff, that its effect continues to be felt. During the midst of this movement many records were broken. Many of the veterans showed that they were just as strong and swift as the younger men. Orders were received with enthusiasm and everything possible done to execute them with dispatch.

There has been a very noticeable improvement in the goods on our shelves by the general use of varnished labels. These new labels present a brighter and neater appearance than the old style, will keep cleaner and not show rust spots.

At the last Meeting of the Foremen's Club, considerable discussion was devoted to safety devices to prevent personal injury to employees. It was made the duty of the Special Committee to look over this feature.

The Club is also much interested in methods for preventing fires, and tests were made a short time ago to demonstrate the effectiveness of sawdust and Bi-carbonate of Soda, instead of sand for putting out oil fires. These tests showed that sand might not be effective in extinguishing the fire in a varnish kettle or tank, as it sank to the bottom, whereas this chemically treated sawdust, floats as a blanket on top and smothers the fire at once. As the result of these tests, sawdust treated with Bi-carbonate of Soda has been placed in all departments where such oil fires might occur. The Club have arranged to have a Committee of their members regularly make inspections of the Plant.

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Newark

At a meeting of the Factory Foremen held Thursday evening, April 16th, preliminary arrangements were made for the formation of a Factory Club. The first formal meeting of the Club will be held April 20th, when dinner will be served in the Lunch-room. Following this, election of officers and plans for the work which the organization will carry on will be decided upon.

The Sales Department have just landed another large order for Flat-Tone for use on a New York Building. It is estimated that the quantity of material required will be in excess of 5,000 gallons.

The demand for Lime-Sulfur Solution still continues strong, and in consequence we have been obliged to order additional raw material, amounting to 50 tons of Sulfur and a car-load of Lime.

Extensive improvements have been made in our Power Department, and we have just installed a new 300 horsepower Westinghouse Compound Engine. This was a hurry-up job, in which the old engine was dismantled and a new engine replaced, including the generator in four days, and in the meantime the majority of the Departments were operated by an auxiliary Harrisburg Engine. The entire job moved off in good shape, and the new equipment has been running under full load since starting up.

We also recently rebuilt the Stirling Boiler settings, and this work was also done under forced conditions, but the plant was subjected to no interference on account of same, and boiler is now again in service.

The new Goodell Kiln was also started up, and this kiln, which is a great improvement over the old type of kiln formerly used, is operating satisfactorily on colors—both as to speed and character of goods turned out.

Bowlers Finish the Season

AFTER a hard fought battle with true S-W Spirit behind it, The Sherwin-Williams Bowling League in Cleveland finished its most successful season. Thirty individual prizes were distributed this year, thereby making it possible for every member of the league to carry off one of them. The first team honors were won by the Invincible Excello's, under the leadership of Captain Stinchcomb. The Excello's won out with very little competition, but there was much rivalry between the SWP's and Polishol's for the last position in the race, and was only settled on the final night when the SWP's won two out of three games from the Polishol's. The teams finished as follows:

Team	Games	Won	Loss	Pct.
Excello's	78	57	21	731
Floorlac's	78	49	29	628
Bras-Brite's	78	47	31	603
Old Dutch's	78	29	49	372
SWP's	78	27	51	346
Polishol's	78	25	53	321



Roy P. Bennett

Top Notcher At Quarter

Top-Notcher Race Shows Forward Again Spirit

Representative Competition to May 1, 1914

THE three-quarter pole has almost been reached in the representatives competition with R. P. Bennett still in the lead and W. B. Baker and C. I. Berg running neck and neck. Mr. P. Krush and Mr. T. Lindley are gaining rapidly on the leaders, and if the former do not keep up the steady and increasing pace that they have already started, there is bound to be danger at the wire.

Mr. F. W. Wansner leads the race for New Dealers and Other New Accounts, and here again we have a close second in Mr. E. L. Hess, who is coming strong, and only four lengths behind the leader. Mr. G. C. Conger is speeding in his regular stride again, and now a very close third in the race.

Leaders in New SWP Agents to May 1, 1914

New Orleans
1. R. P. Bennett ... 21
2. L. A. Steger ... 13
3. C. A. Krimbill ... 9

Portland
1. W. B. Baker ... 20
2. J. W. Duncan ... 13
3. E. D. Taylor ... 10

Omaha
1. C. I. Berg ... 20
2. A. J. Worsfold ... 10
3. F. C. Kemmerer ... 9

Cleveland
1. P. Krush ... 19
2. V. H. Collins ... 9
3. E. L. Hess ... 8

Kansas City
1. T. Lindley ... 18
2. E. H. Nolte ... 9
3. G. A. Dorwart ... each 8
W. S. Ham ... each 8
E. J. Clare ... each 8
L. J. Heim ... each 8

Chicago
1. C. P. McNellis ... 17
2. C. F. Bennett ... 16
3. C. S. Wheeler ... each 9
K. Miller ... each 9
J. W. Ward ... each 9

Dallas
1. E. McKay ... 17
2. H. A. Welmaker ... 11
3. G. C. Conger ... each 10
T. H. Markley ... each 10

Cincinnati
1. W. P. Hambaugh ... 16
2. F. B. Spangler ... 15
3. W. M. Hoey ... 6

Newark
1. A. D. Collins ... 16
2. G. S. Spetrigne ... 11
3. M. B. Millspaugh ... 9

St. Louis
1. H. W. Nessel ... 15
2. R. J. Tooker ... 12
3. D. W. Hoge ... 10

Minneapolis
1. H. O. Tipton ... 14
2. R. M. Carson ... 13
3. P. H. O'Neill ... 11

Los Angeles
1. G. E. Wise ... 13
2. G. W. Burrill ... 7
3. G. E. Cannon ... each 5
E. L. Culver ... each 5
S. G. Harless ... each 5

San Francisco
1. F. W. Wansner ... 12
2. H. B. Lawrence ... 10
3. E. F. Kaneen ... 8

Savannah
1. K. H. Wood ... 11
2. C. M. Wilkinson ... 8
3. H. W. Hill ... 5

Boston
1. F. H. Ripley ... 9
2. R. M. Fay ... 5
3. J. H. Haynes ... 4

Philadelphia
1. E. W. Heckel ... 7
2. F. D. Spencer ... 5
3. W. H. Jarden, Jr. ... 4

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Leaders in New Dealers and Other New Accounts to May 1, 1914

San Francisco
1. F. W. Wansner 104
2. H. T. Owens 88
3. H. B. Lawrence 33

Cleveland
1. E. L. Hess 100
2. F. R. Carruth 50
3. J. H. Hall 45

Dallas
1. G. C. Conger 97
2. W. L. Morgan 65
3. H. A. Wehmaker 60

Minneapolis
1. G. L. Lathrop 83
2. O. Mannerud 32
3. W. L. Greene 28

Portland
1. G. P. Rogers 73
2. J. W. Duncan 69
3. F. W. Hewes 62

Savannah
1. K. H. Wood 72
2. C. M. Wilkinson 70
3. A. D. Kiser 51

Los Angeles
1. E. L. Culver 67
2. G. E. Wise 27
3. G. W. Burrill 17

Boston
1. P. L. Maury 59
2. F. H. Ripley 51
3. D. H. Thompson 43

Newark
1. W. S. Crook 58
2. F. L. Fox 56
3. H. J. Howell 43

New Orleans
1. M. D. Palmer 58
2. R. P. Bennett 41
3. T. W. Affleck 37

Cincinnati
1. F. B. Stanaler 53
2. W. M. Hoey 52
3. J. T. Menefee 50

Chicago
1. W. W. Cook 52
2. G. J. Manassa 51
3. F. P. Flanken 43

Omaha
1. J. Barker 45
2. C. I. Berg 42
3. F. A. Brown 30

Philadelphia
1. W. H. Jarden, Jr 44
2. H. G. Shaw 40
3. F. D. Spencer 37

St. Louis
1. J. D. Jones 41
2. W. D. Nichols 36
3. G. E. L. Dyson 24

Kansas City
1. E. J. Clare ..... each 39
   E. H. Nolte .....
2. A. M. Bollman 38
3. T. Lindley 63



Program and Notebook Used at Managers' Meeting



Cup presented to Walter H. Cottingham by the Officers of the General Staff

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