



The Chameleon



*The Chameleon is a magazine for employees of The Sherwin-Williams Co.
Published at Cleveland Headquarters, once a month, since January, 1898*

Volume Twenty-one

Number Seven

SEPTEMBER

*N. A. Schuele, Managing Editor
Address: Editor of Chameleon, 601 Canal Road, Cleveland, Ohio*

1920

The 1920-21 Campaign

By H. D. WHITTLESEY

Vice President and Managing Director of Sales



With the ringing down of the curtain closing the all-star sales record for the big 1919-20 sales campaign, we have closed probably one of the most unique and successful twelve months' business known to the paint and varnish industry. Aside from the splendid increase in sales, both in dollars and cents, and in gallons, pounds and packages, there stands out pre-eminently the vitally important fact that, coupled up with our sales development, there has been running parallel through our sales progress a very distinct and marked improvement in our salesmanship and sales management.

The position which this company occupies today and always has occupied, emphasizes as never before the importance of maintaining and safeguarding all that Sherwin-Williams and Sherwin-Williams Products have come to stand for throughout the civilized world.

In our management we have had few changes during the past year, and our sales staff and our organization at large remains intact and more invulnerable and efficient than ever before. Such exceptions as have taken place we consider a sign of progress and growth and development, and as I look over the house of Sherwin-Williams and consider our District and Sales organization and all its ramifications and our organization at large, I make the statement without fear of its being challenged that our house is in order.

The earnest, conscientious effort on the part of the individuals making up the inside staff, as well as our field workers, and the spirit of co-operation and the general constructive work is of a high and more important order than ever before. It is well that some of these critical points can be noted and seriously considered as we contemplate with enthusiasm and eagerness entering the big campaign for 1920-1921, our plans for which you and I and every man on the S-W roster is to play such an important part.

(Continued on page two)

What Our 1920 Construction Program Means

By W. R. Macklind

Manager Engineering and Construction

The great industrials of today stand on three foundations—organization, plant and products. The three foundations must be carefully and massively built, to insure an industrial strength which will withstand the ever fluctuating vacuums and pressures of modern business, otherwise there will be settlement, slip, and vibration, which if occurring in any one of the foundations will in turn react on the others, and effect the superstructure of the business; to the extent that it will be unsteady, leaning too far this way or that way, added loads cannot be assumed with safety; high stressed members in the superstructure makes uncertainty the master and progress becomes weak and uncertain.

How We Discern the Super-Industrial

So it is, that we can readily discern the super-industrial, by the combination, organization, plants, and products. To the world's consumers of product, this fact is of great value as it enables buyers to know with assurance where their best interests lie, and by carefully inspecting the foundations of the industrials with whom they do business, they may know with certainty the road to satisfaction, continuity, and insurance of service.

To those of us who are part of organization, discerning these facts, means to know that we are taking a real part in the white heat progress of civilization, a real part in making real products, a calm understanding and gratification that we are working with real men who collectively are giving the world real service; the real spirit of achievement is born in this atmosphere; you learn the truth that lasting happiness and contentment come from creating, doing and helping, and one of the greatest fields of opportunity is in the industry whose foundations are carefully designed and successfully added to, as has been the record of The Sherwin-Williams Company.

The construction program of 1920 is the largest the company has undertaken in any one year. While each and every year finds a large volume of new work under way, it is usually of a specific nature, while the endeavor of 1920 is very diversified and of large proportions. It is, therefore, a most convincing argument for the spreading of industrial foundations, and most convincing on organization, as by organization and through organization the work has been accomplished; a convincing argument for plants—and the

power that goes with them; a convincing argument for products as organization and plants insure them.

New plants, improvements, and reconstructions as applied to the various plants of the company throughout the country called for an outlay of many millions of dollars, which expenditure will add to the company's present group of plants.

New Units

The following formidable list of new units—a second acetic acid plant, a second white lead plant, a second can plant, a second lithopone plant, a second arsenate of lead plant, second dry lime-sulfur plant, reconstructing and enlarging the Beta plant, four new Power plants, two new Varnish plants, three new Paint plants, a second Roasting and Crusher plant, a new Pipe line, three enlarged Chemical Products units, two Coal-Tar Product units, three new factory warehouses, two Sales Division warehouses, and then there follows large reconstruction work in Dry Color, Insecticides, Chemical Processes, Refrigeration, Warehouse Buildings and Process Units.

This, our greatest building program, was authorized January, 1920, and the work will be completed and all new plants in production not later than January 1, 1921. The work extends from the Atlantic to the Pacific Coast, and is being developed in seven cities. The work has been carried on in one of the worst years in the building game from the standpoint of material and labor costs, shortage of labor and material, railroad embargos, etc., but in spite of these handicaps, schedules are being maintained, to the end, that 1921 will find The Sherwin-Williams Company tremendously reinforced in plant foundation, foundations which represent the last word in engineering skill, plants and auxiliaries which will measure up to, and keep in balance with the present foundations of the organization and its products.

The Objective in All This

There must be an objective in this great work, that is an objective other than to produce goods—an objective which should do each and every one with the company, in whatever capacity, some real good, or lead to that end.

The lesson we all should learn, staff, sales, manufacturing, distributor and consumer, from our 1920 activities is that The Sherwin-Williams Company is a super-institution, designed and built

to do, and continue to do, a great part in the world's progress; built to serve the consumer with products of character and value in equity. Built to live not for the day or year, but for continued service to the people, conceived with the purpose of always improving where improvement is possible, built as a great machine to be operated in a great work, where men with vision, integrity, ambition and perseverance can find a workshop, a field of endeavor, a virgin soil wherein they can develop, prosper and satisfy their ambition.

Therefore, our 1920 building program when completed means to the consumers of our products throughout the world, fortified service, greater reserve and variety of products and bigger things to follow. To the company, strength, elasticity, and power to serve a sound progressive growth. To the organization, the fulfillment of a purpose, ambition well aimed rewarded.

The putting into concrete form years of rich experience, a pride in making a big thing bigger, and a good thing better, being part of the mind which is making a great institution—which welcomes greater responsibilities—to finally relax in the satisfaction of having done your part well in a big year's work, which work can be likened to a great concrete portal which is the threshold leading on to our greater future, greater opportunity, and greater prosperity.



"Bob" Trinkleback, Brooklyn Store Manager, was united in matrimony on July 18, 1920, to Miss Gertrude A. Deegan of Brooklyn. Mr. and Mrs. Robert E. Trinkleback, after spending their honeymoon at the Pocono Mountains, are enjoying married life immensely.

* * * *

Mr. William E. Marten, shipping clerk at the Seattle warehouse, to Miss Mary E. Tourtellot of Seattle, on August 1st.

* * * *

Miss Madeline Mills, Advertising Department, to Mr. Irwin Hopkins, on July 24th.