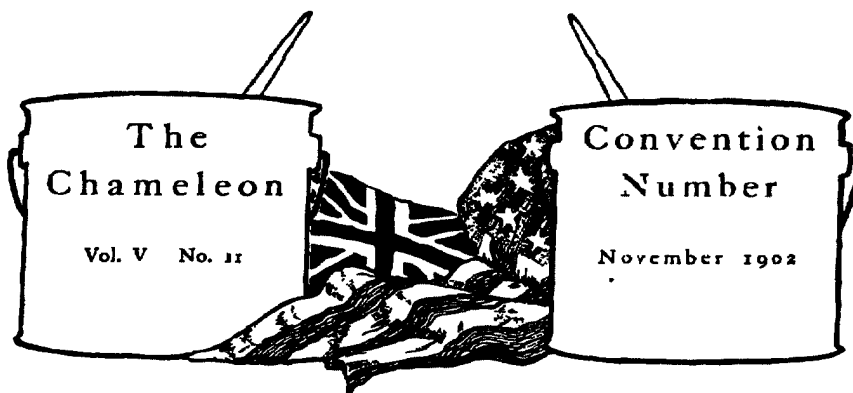


The Chameleon

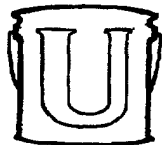
CONVENTION NUMBER
NOVEMBER 1902

CONFIDENCE





The 22nd Annual Convention.



UNLIMITED confidence, unbounded enthusiasm, together with a most careful interest in the business of the various sessions, were the striking features of the annual convention that has just passed into the history of the Company.

The Twenty-second Annual Convention was remarkable in many ways. It was the largest ever held. And in numbers there is power. Every man, who answered the roll call, felt himself to be an integral part of the Company's organization—eager to receive help, willing to give assistance. There is strength in such unity. Throughout there was enthusiasm of the highest order, to the highest degree. Inspiration is born of such enthusiasm. New ideas, new propositions, greater plans for the future were presented with intelligence, vigor, and confidence. Such things hold great promise and augur continued success.

Confidence in yourself—in the goods—in the Company, the keynote of the convention, conveys a very truthful impression of the spirit that pervaded every meeting. No shadow of a doubt was expressed. Every one possessed absolute faith. There was no fear of obstacles. Competition had no terrors. The Company's unrivalled progress was to continue. This confidence was general, each one felt its strengthening influence, from the President of the Company to the new salesman fresh from his latest lecture in the training school.

There were many good reasons for this confidence. The last year can be written on the records as "the best yet." It was successful in every way. It was a year of expansion in all lines. The increase in sales exceeded estimates. A linseed oil plant, in which the Company is making, treating, and refining its own linseed oil, has been established. The plants at Chicago, Montreal, and Newark have been materially improved and enlarged. A new division, the Southwestern, with headquarters at Kansas City, has been established. Our export trade has advanced by leaps and bounds.

The annual conventions have increased in size, importance, and interest until they are now looked upon by the management as the chief event of the business year. Nothing else more adequately illustrates the steady growth and progress of the Company in the paint world than these annual gatherings. The advancement is as evident in the representatives as in the increased sales.



The Club Room arranged for convention purposes.

Each convention makes them more thoughtful, more thorough business men. The sessions have afforded splendid opportunities for improvement and for gaining fuller knowledge of all sides of the paint business.

In no previous year have the representatives taken a more prominent part in the proceedings. All worked together to make the discussions as helpful as possible. It was a conference of business men to discuss business ideas. Perfect sympathy and harmony were manifest between officials and representatives. There were no words of complaint, no signs of dissatisfaction. The close of the convention found them a more enthusiastic, stronger, more united force than ever, with the same fixed inter-

ests and a firmer determination to maintain the reputation of the Company—to make “1903 the greatest ever.”

Monday's Session.

The convention opened Monday morning, November, third, at 9:00 o'clock, but was not called to order until 9:30, the first half hour being spent in renewing old acquaintances and making new friends. It was a good, old-fashioned, hearty greeting, and nothing could show more forcefully the spirit of good fellowship and kindly feeling that is so characteristically Sherwin-Williams, than the way the new men were made to feel thoroughly “at home.”

At 9:30 the roll was called and

was immediately followed by Mr. Cottingham's greeting.

The General Manager's Address.

WE meet this morning in our 22nd Annual Convention and it gives me a great deal of pleasure to welcome you on this occasion. I am also very happy, as usual, in being able to congratulate you on the splendid results which you have accomplished the past year. We are used to making gains, we are accustomed to progress, but never before have we made such rapid headway as during the past year. A year ago, you will remember, the gains exceeded anything that we had ever made, but I was obliged to come before you and confess that the high estimate which I placed on the sales was not quite reached. This year, I am glad to say, not only has the estimate been reached, but it has been exceeded very handsomely, indeed. By your aid we have been able to sell over 400,000 gallons of prepared paint, more than we have ever sold before; we have sold over 500,000 packages of shell goods more than we have ever sold before; more than a thousand tons of paste goods; and about 600 tons of dry colors. These are very large figures when you consider that they

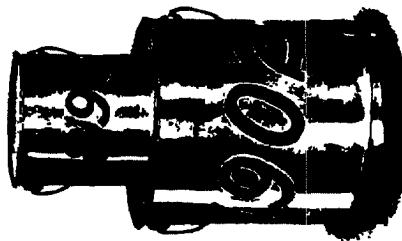
COMPARATIVE SALES	
1884	
1897	
398	
1899	
1900	
1901	
1902	

The increase shown by the last slot is greater than in any previous year.

are gains over the previous large year. I very much doubt if there are many concerns in our line of business whose total trade would much exceed the gains we have made the last year.

I have prepared an exhibit to illustrate in as striking a manner as possible, the tremendous increase in our business since 1896. The small cut shows what our business was in 1896 and the large one shows it for 1902. Great as has been our progress in the past few years, I am satisfied we shall make even greater and better headway in the future. My faith in our ability to continue to grow springs from the confidence I have in our staff. I have seen our force grow in knowledge and ability, just as I have seen our sales grow in volume. As long as this improvement continues, so long will our business continue to improve and grow. Our manufacturing facilities are larger and better today than ever, and our methods and policy are better and broader. So with better goods and better methods we are sure to hold and increase our lead over our competitors.

During the year we have just finished, everything has run smoothly, and worked



The growth of the business since 1896.

to our advantage. We have not had the troubles to contend with in changes of prices, etc., which have upset our business within the last few years. We have been fairly prompt with our shipments, although during the heavy business of the spring we were somewhat overtaxed. However, we are now enlarging our plants to a greater extent than ever before, and I hope this year we shall be able to take good care of the increased business for which we are preparing.

I want to welcome especially the new representatives who are here with us for the first time this morning, and express the hope that they will find satisfaction, profit, and pleasure among us. I can say to you that if you do well here, you will make progress, you will find many good friends, and those who will help you, among the staff of this Company.

We have, as usual, a keynote for our Convention. This year it is *Confidence, Confidence in yourself, in the goods, in the Company*. It will be our aim to carry on this convention in such a manner that your confidence in the goods and in the Company will be increased, and I hope you will go out from here with more confidence in yourselves.

We have, as usual, a very large pro-

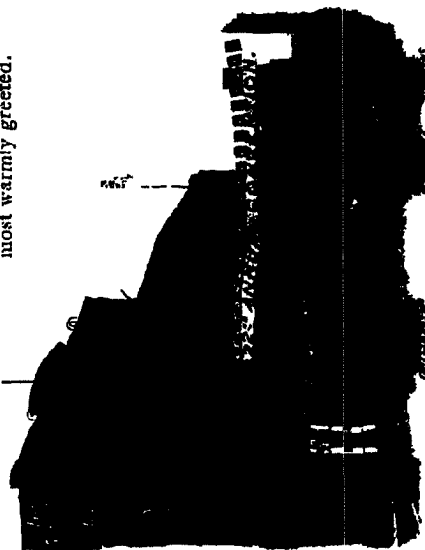
gramme that will keep us very busy to get through with. We hope you will aid us as well as you can in getting through the work. I hope, also, that while you are here, your stay will be pleasant.

While the main object of our convention is business, still we always welcome this occasion as an opportunity for getting better acquainted socially, and we shall try to make it as pleasant as we can for you.

That Mr. Cottingham's words found a responsive chord in the hearts of the representatives was very evident from the generous round of applause given him.

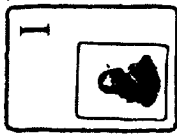
The keynote referred to by Mr. Cottingham was displayed in a large frame above the platform. Below it was a burst of flags of all nations, with a large "Cover the Earth" design in the center. On either side of the platform were the framed portraits of the President and Vice-President, also surrounded by flags.

Mr. H. A. Sherwin followed Mr. Cottingham with a timely and well chosen address. He was, as usual, most warmly greeted.



Looking down Canal Street from the P. & A. Bu'ling.

The President's Address.



I give me great pleasure, as it always does, to speak a few words of welcome at the opening of the Annual Convention. The Twenty-second Annual Convention may sound like a long time to many of you who are new with the company, but it seems short to many others. If I had been wise enough or far-sighted enough to have organized conventions at the beginning, this would have been the thirty-sixth Annual Convention. So I look back a long time and am pleased to see some of the good old familiar faces here this morning, and I shall be glad to grasp them by the hand before we get through. There are a great many new ones that I have never met, and I shall also be glad to meet them.

(One of the regrets that I have in this rapid and enormous growth of our company is that I cannot know, personally, all of you—I should like to, very much. My inclinations are that way, but it is impossible. So you must believe me when I say that I should be very glad to know you and to do anything I could or say anything I could to encourage you—to help you. But that's left for the business side of it and you will get a great deal of it here—I cannot take up any part of that—all I might say would be in generalities.)

I have recently read a book, perhaps some of you have, by a Mr. Lauder. He was a young man who was employed, as I understand, by Swift & Co., Chicago. He had an idea that he was cut out for something of a different nature, more of a literary turn of mind, so he left them and went into that field of labor. He has been writing for the Saturday Evening Post and I have read some of his letters. They are put in very familiar language, just the rough kind you hear on the road, but there is a great deal of sound sense in them and some good expressions that reach to all of us. The letters are imaginatively ones, from a self-made man, a packer, to his son. I have made a note of two or three of the expressions he uses. When he was writing to his son, after a long term of years on the road, he says: "A real salesman is one part talk and nine parts judgment, and he uses the nine part of judgment to know when to use the one part of talk." Another time, he says, "Of course, you want to be nice and mellow with the trade, but remember, mellowness

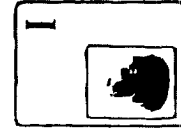
carried a little too far becomes rottenness." Then again he says: "You have got to get up every morning with determination if you are going to go to bed with satisfaction." Another of his sayings is: "You want to be on the lookout all the time for information about the business; what you know is a club for yourself, and what you don't know is a meat axe for the other fellow. When a fellow knows his business he doesn't have to explain to people that he knows it."

I thought these were pretty good sentiments. And still more general and worthy of our regard are some of the sentiments that we get from our much-honored President of the United States, Theodore Roosevelt. I am a great admirer of that man. He is typical of the young man of America, and he says a great many good things. You know in a number of his addresses he has been careful to mention those things that bring success, and that are the main points in the development of men in this country, and he puts them in the form of *courage, honesty and common sense*—very good sentiments. I leave those with you and hope that your meeting with us will be one of the best—the best that we have ever enjoyed.

Mr. Sherwin was very generously applauded at the close of his address.

When Mr. Fern rose to speak he was greeted with cheers, and his remarks were of a nature that appealed to every one present in a way that was sure to bring out every particle of enthusiasm a man had in him.

The Treasurer's Address.



AM a little uncertain whether that cheering is because of the Treasurer or the Credit Man, but I wouldn't give a rap for a man who would not be inspired by such a sight as this—whether in politics, religion, in business in selling goods or in rebellion. I tell you it is an inspiration for a creditor to look upon such a good looking lot of men and strong men as stands before us this morning. You may take it just as you please, a team like this will pull, and those that are behind and trying to pull the other way would better look out.

I can look back to the starting of things, when there were but a few of us; we could call everyone by name, and say, "How do you do, Mr. So-and-So." It has come to a time when we can not begin to do this—I confess I am puzzled beyond all satisfaction to meet so many here that I hardly know, although I may have seen them once or twice at a few times, but absolutely cannot call them by name. We have come to a time when we cannot know each other so well, and we have got to know each other by principles, by those things that stand for all and have influence.

We have been a good many years in business (36 years, as our President says) and I do not know of one single dishonorable or discreditable thing that has been done to build up this business. I don't know of one dishonorable or discreditable thing that stands today to build up this business, anything that would not be other man, anything that we would not be willing to have done to us, anything that is dishonorable in any sense whatever, and I trust if it stands for a thousand years there will be nothing different to be said of it.

We have gone through a busy year and our fellows have made some of us, hustle. The Treasurer has had his hands full, but I am happy to say we have come through with a little balance in the treasury—there's enough to give you a good time while you are here. If there is not, it is not the fault of the Treasurer, that's all I have to say. If you don't have a good time let me know before you go away. We are glad to see you, we wish we could see you oftener. We are glad to see a good many of you for what you have done, for what you are doing. We are glad to see a good many of you for what we are persuaded you can do, and the first and the last is but a shadow of what is coming on.

Mr. Williams Greatly Missed.

It was sincerely regretted that we were not able to have our Vice-President, Mr. E. P. Williams, with us this year. We missed him greatly.

In the years gone by he has done much by his presence and words of advice and encouragement to make the yearly convention a success, and his absence

from this convention was very noticeable indeed.

Mr. Williams has been in poor health since early summer and about October 1st, went to the Johns Hopkins Hospital, Baltimore, Md., for treatment. He is still confined there but is progressing most favorably and expects to be back in Cleveland about the first of the new year.

Mrs. Williams is with him.

Speaking of Mr. William's absence, Mr. Cottingham said:

We are all sorry that our Vice-President, Mr. E. P. Williams, is unable to be with us. He has been obliged to go to the Johns Hopkins Hospital, Baltimore, Md., owing to serious illness, but we are glad to learn from latest reports that we have had from him that he is doing very nicely and we expect to see him back soon entirely restored to his health. He wrote me a letter a short time ago expressing his great regret at not being able to be with us this morning. Here is what he says:

"In the first place, allow me to congratulate you that the general conditions of our business is so satisfactory and the prospects for its continuance along these lines so assured.

"In the second place, it is a source of exceeding regret to me that my health is such as to make it impossible for me to be with you at the convention of 1902. I shall miss more than I can tell you the inspiration which has always come to me from contact with our able and enthusiastic representatives, who now encircle the world, covering it with the light of S. W. P. Extend to them my greeting and heartfelt wishes for their success and that of the great Company of which they are the advance guard."

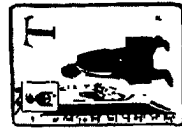
It was unanimously decided that the Convention convey its best wishes and best greetings to Mr. Williams, and the following telegram was immediately sent him:

"The managers and representatives in Convention send you greeting, and learn with regret of your absence and illness and express the hope that your health will soon be entirely restored."

The following cablegram was sent

to our foreign representative, Mr. E. C. Donnison: *Salesmen in Convention send greeting and best wishes.*

Trade Sales Department.

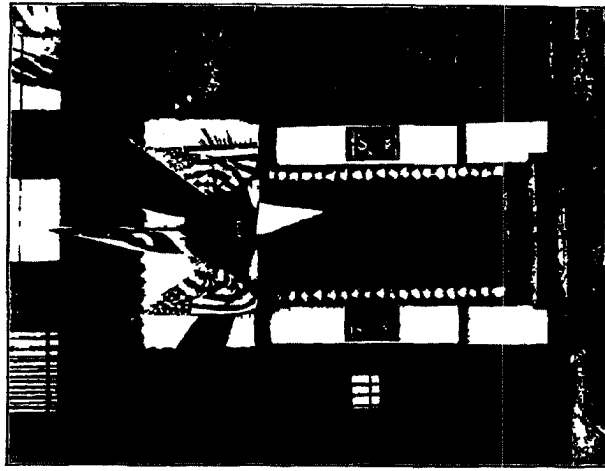


THE remainder of the morning session was devoted to the Trade Sales Department under the guidance of Mr. G. A. Martin, Manager Divisions West.

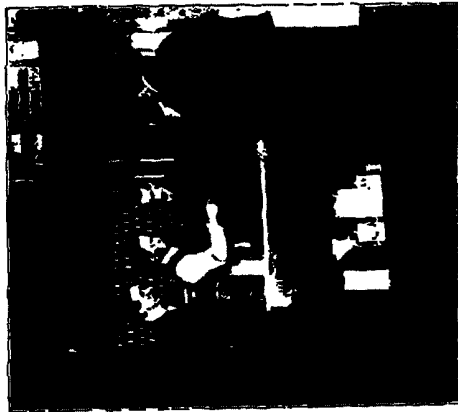
In opening the session Mr. Martin expressed in strong terms the utmost confidence the Company had in the outlook for the coming year. He made clear the confidence of the Company in its splendid propelling force, remarking he did not see how with such a force of earnest, loyal, enthusiastic workers, any opposition can stand before us, and he felt sure that if the same vigorous, steady, and determined pace is maintained for another year, we would come to the next convention justly proud of the records that would be piled up by the Trade Sales Department.

Taking up the actual work of the Trade Sales Department Mr. Martin said in part:

It is truly surprising what an amount of business we can get if we go after it. Territories in which it seemed the opportunities were limited have come to the front with gains that have been most remarkable. These gains have been made possible by the representatives "digging deep" by their seeking out every possibility; by their close attention to the business to be secured in the C. & M. Railway, Street Railway, and Marine Departments. I want to say to the



Decorations at the General Office entrance during convention week



One of the testing tables in the Practical Laboratory where many of the Convention tests were made

paint? Good paint has, as its foundation, five ingredients, which are: Materials, information as to their intelligent use, proper mechanical appliances, the methods used in connection with these appliances, and last, though not least, workmen.

As to the first: The same basic materials are available to our competitors, just as well as they are to us, and the reason the ingredients that enter into S.W.P. are more likely to be better than those used in the products of other paint makers is, chiefly because we are more discriminating in buying, more insistent upon first quality goods, more careful, more thorough, more exacting in our chemical and practical tests. When any basic material is accepted by us, you may be sure that it is everything it ought to be in order to make good paint.

In regard to the second point, information as to the intelligent use of paint: This means information as to the characteristics physical, practical, and chemical of the different paint ingredients, how they act when combined, the proper proportions in which they should be combined, and the result certain combinations of materials will give.

We are in a position by ourselves here, I am, safe in saying that no other paint manufacturers, either of prepared paint or lead and oil, have ever spent anywhere near the time or money, or have applied themselves as closely, as we have in order to be informed properly on this very particular point.

Touthing upon the third point, proper mechanical appliances: Perhaps the best way I can explain to you the high order of our mechanical appliances is to illustrate the construction and operation of one of our typical mills.

At this point one of our regular mills was brought into the convention room, and Mr. Beardslee pointed out wherein it was more strongly built and better fitted to do fine and uniform grinding than any of the mills commonly in use.

The methods we employ were shown by Mr. Beardslee to be good methods. In taking up the last point, workmen, Mr. Beardslee dwelt at length upon the high character of the factory force, the care exercised in the selection of individual men, and the strong factor the working force is in maintaining a

using their utmost endeavor to get the full line on to the dealers' shelves. Special stress was laid upon the importance of co-operating with the promoting department and getting all the benefit of the work we are doing there by carefully filling out the town reports, making them as brief as possible, all ways to the point and full of good, juicy "meat."

Mr. Martin then dwelt on the confidence the representatives ought to have in the goods. He stated briefly the principles of the Company in regard to the manufacturing of our products, and in order better to explain to the representatives—old and new—the reason why their confidence should be full and free, he called upon Mr. J. C. Beardslee to tell what we do to make our paints and varnishes as good as it is possible to make them and why they are superior to the goods of other manufacturers.

The General Superintendent's Talk.



THE reason that I've Sherwin-Williams products are as good as they are lies not in any one particular thing but rather in a multitude of things. I can perhaps best explain to you what some of the most important of these things are if I take for my example the paint you sell most of, for what is true of that, is in turn true of our other lines.

You may ask me how I know that S.W.P. is a truly good paint—the best paint that can be made. Practical tests have proved it so. Actual demonstration in comparison with other paints has proven time and again the merit of S.W.P. and has shown that S.W.P. has a right to its place at the top.

I can, however, indicate another answer based upon a general analysis of the conditions under which good paint is manufactured.

This brings on the question, What is good paint and what goes to make good

before reporting to the factory: How the paint was applied, the condition of the surface over which it was used, the state of the weather at the time of application, the thinners used, etc. He expressed the belief that in almost all cases it would be found on investigation that the cause for complaints was due to negligence in using S.W.P. and not to the goods themselves. He also stated that where a careful investigation was made, the representatives would be able to settle the matter on the spot and thereby avoid lengthy correspondence and troublesome delays.

A discussion of the work in general followed. The salesmen brought out many good points in their speeches, and their treatment of the various subjects showed evidence of much thought.

Why we have the best paint proposition—If that we can do to improve it? was the first subject put before the meeting by Mr. Martin, and in doing so he said that in his opinion we gave as much as was consistent for a dollar and certainly a good deal more than the other fellow.

Mr. C. S. Wheeler held that our proposition is a business one—a gift-edged one—that gives a salesman every advantage in selling the goods. He urged the importance of the salesman noting in detail what they saw and heard at the convention, so as to be in a better position to explain our proposition.

"The other fellow," continued Mr. Wheeler, "will often say that his proposition is as good as ours, but he has to 'show me,' and I have yet to find the man able to do so."

Mr. George C. Schell stated that

our proposition could be best presented under three heads, namely: quality, advertising, and profit. We could safely go to any merchant and say that we had the best paint—the best known and the best selling. Mr. Schell dwelt on the value of our advertising, demonstrating how our methods reached the consumer and produced more business for the dealer than those of any other company.

Mr. F. S. Blanchard emphasized particularly the value of explaining our advertising methods to the dealer. Other companies had spectacular advertising, he said, but it did not compare with ours, which had brains behind it. Our advertising suggested S.W.P. to the consumer.

Mr. Young Patterson pointed out the splendid arguments in favor of our proposition presented by our manufacturing facilities.

Mr. H. E. Millau, in addition to stating that our advertising was designed to sell goods and not to dazzle the dealer, maintained that the use of a can opener would soon convince any buyer of the value of our proposition and would prove to him that the higher price asked for our goods was more than made up by higher quality.

What are the best methods to interest the old dealer and his clerk? was ably handled by Messrs. A. W. Hallard and H. T. Sheldon. Both of them spoke strongly of the importance of cultivating the friendship of the junior clerks.

Landing new agents was a subject that brought out many good points. Messrs. Ketchum, Pollock, Vincent, and Mowat made brief addresses. It was held that while a salesman must use methods adapted to each individual case, it is of the utmost importance to interest the

dealer in our methods, showing him how they will increase his general trade.

Mr. Benedict placed emphasis on a salesman knowing the practical part of the paint business.

How to approach agents satisfied with old line, and who do not want to change.—Mr. J. S. Hommel cited a particular case that he had met at brought out the importance of a salesman giving personal attention and help to the dealer in disposing of his goods.

Mr. Harkness said that in dealing with men of this class special emphasis should be placed on the assistance the Company gave to the agent.

Cheap Paint Competition.—This was shortly disposed of by Messrs. J. P. Greene, R. Johnson, and L. W. Harney. They found that the quality of our products, full measure, and our methods of working up trade are convincing points to present to advocates of cheap paint.

Mr. D. J. Carrison had met with much cheap paint opposition, but had been able to overcome it by talking of the quality of our goods and pointing out that the cost per job, not per gallon, was the real cost.

Mr. H. E. Millau had always endeavored to convince the merchant that he owed it to himself and to his business if there was a better line of goods in the market than he was carrying, to place it in stock.

The chief obstacles we have to contend with.—Mr. B. H. Pinkerton found lukewarm agents—those who didn't use our advertising to advantage and would afford us no opportunity to assist them through the consumer—his chief difficulty. He overcame it by inspiring those agents with confidence, rendering them personal assistance by calling on painters, architects, contractors and builders,

property owners, etc.

Mr. Donnelly said in part: "To keep the other fellow from wedging in a little side line, for instance varnish stain, etc. is my chief difficulty. I overcome it by talking the dealer into carrying a full line. I impress upon him that he is a Sherwin-Williams agent, and therefore, whenever he puts out a can of inferior goods it reflects on the reputation of the S-W products."

How to interest the dealer through the consumer.—A line of work that has greatly developed until it is now very valuable, was discussed by Messrs. Walton and Thomas. The importance of salesmen knowing how to apply points when talking to the painter, consumer, and the valuable work that could be done on the salesman's second trip by going out among the property owners and getting them interested in the goods, was again emphasized.

The Painter.—The speakers generally conceded the painter to be the hardest proposition the salesman has to meet.

Mr. Jack Vance said in part: "Talk to him plainly. Open a can of your goods, show him the quality of the product, make your claims, stick to them. don't let him bulldoze you,

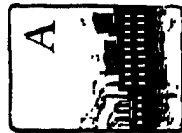
prove your contentions."

"Work the painter through the property owner."—Mr. Pruden.

"Keep closely in touch with him: make him your friend personally."—Mr. Hommel.

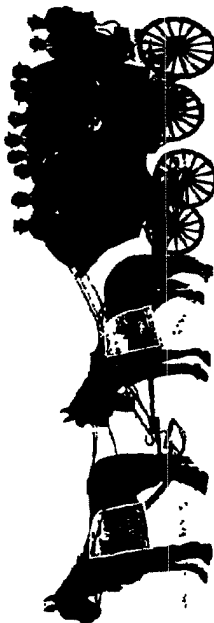
"Work him carefully: get his confidence."—Mr. Benedict.

Inspection of the Plant.



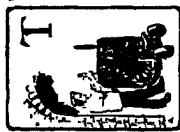
I.L. of Monday afternoon was spent in an inspection of the Cleveland plant, the box factory, and the Linseed Oil, P. and A., and Promoting Departments. The representatives were conveyed from the general office building to the box factory and linseed oil department in tally-hos and busses decorated with "Cover the Earth" posters and signs telling that the S-W. Convention was on. The signs were hardly necessary, however, as there was no mistaking the enthusiasm displayed during the ride—it was The S-W. kind.

The inspection trip was a big surprise to those who looked over the same ground last year. It proved very conclusively the splendid growth of the plant in Cleveland during the past year.



One of the tally-hos used on the inspection trip

Tuesday's Sessions.



THE morning, and part of the afternoon, were devoted to the varnish department.

The new department is certainly going to be a success if the greeting given Mr. Fassel.

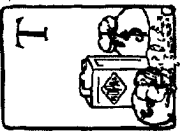
and the attention paid to him throughout the entire varnish session are any indications. He was received most enthusiastically. Indeed, the varnish session was one of the best of the entire convention. In opening the session, Mr. Cottingham, in referring to the varnish competition of last year, said:

We have been very much pleased with the result of the competition. I think that everyone has gone into it with a good, fair feeling. There has been some hot competition, it has been very interesting, indeed, to us, as well as to the representatives. I think competition is good for anyone; it brings out the very best there is in one. I don't think of a man who can not enter into competition with a spirit of wanting to win. Our whole life is nothing but a race, and it is the man who has the courage and the perseverance that wins the prize. I hope to see these competitions continue in our business as long as we can get some fair basis to work upon.



Some of the inspectors around the Harris press in the P. & A. Department

Presentation of Varnish Prizes.



THE presentation of varnish prizes by Mr. Cottingham followed. The names of the winners were posted on a framed bulletin, which stood on the platform, and as each man came up to receive his well earned prize, he was greeted with a generous round of applause.

Prize Winners in Varnish Sales.

For Entire Company,
W. S. Fells.

By Divisions.

Canadian Division.

1st—W. S. Fells.

2nd—Robert Johnson.

Pacific Division.

1st—Geo. G. Mowat.

2nd—J. J. Fassel.

3rd—F. S. Blanchard.

Eastern Division.

1st—H. T. Sheldon.

2nd—M. B. Nillsaugh.

Western Division.

1st—J. P. Greene.

2nd—J. F. Hommel.

3rd—W. W. Walton.

New England Division.

1st—L. W. Barney.

Prize Winner in Kopal Sales for the Entire Company.

L. J. Fassel.

Leaders in Kopal Sales in Divisions.

Central Division.

L. J. Fassel.

Pacific Division.

Geo. G. Mowat.

Eastern Division.

H. T. Sheldon.

Canadian Division.

W. S. Fells.

Mr. Fassel, dwelling on the bright future he felt the varnish department had before it, said:

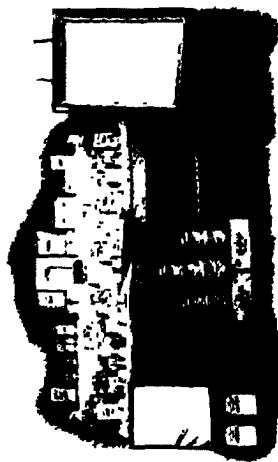
I want to thank you all for the cordial expressions of loyal support which you have given me. I have felt all along that the varnish department would have that.

We all feel that there is much to learn and much to be done in this department. We must have the benefit of your experience if we are going to make the headway that we expect, and I am sure that each and every one of the representatives here will contribute his share toward boosting the varnish sales up, to where the management expects they ought to go, with the new push and energy we are going to put into the marketing of the goods.

Mr. Fassel then went through the varnish price list very thoroughly, bringing out the good qualities of each particular line and explaining in detail the special purposes of each article, pointing out its superiority over other like manufactures.

At the conclusion of Mr. Fassel's talk, Mr. Heardslee outlined clearly the position the Company occupied in varnish manufacture, what we do to have our varnishes good in every respect, the care we exercise in making them, our splendid storage facilities, etc.

Mr. Cottingham closed the session by describing the plans for the varnish competition for the coming year, which is on a very fair basis and affords every representative a good opportunity to be a prize-winner.



Varnish display. One of the attractive exhibits of the Convention.

Western Division.

Joseph J. Hommel.

New England Division.

F. B. Hare.

Continuing Mr. Cottingham stated that the company is very pleased with the varnish business for the past year, but that we are as yet only on the edge of the possibilities of the varnish trade; we are young in this line, but we have already been so successful that he believes in a few years we shall be at the top in the varnish business as we are now at the top in the paint business. Referring to the new varnish department he said in part.

In order to push the sales of varnish more rapidly we have organized a varnish department, something that we have needed, something that we might have had at the beginning but we wished to go into the business carefully and thoroughly, and feel our way rather than undertake it all at once. We have done well so far in conducting the business in a general way, and now we have a regular varnish department. We have placed at the head of that department, as you already know, Mr. L. J. Fassel. I know that he is particularly anxious this morning to get your co-operation in this work which he recognizes as a heavy task on him. I am going to ask you to give him that support, because he can help you and you can help him.



Affairs of the Trade Sales Department occupied the remainder of the afternoon, the subjects taken up and the points brought out by those taking part in the discussion being:

Work with the Architects.—Mr. Collins spoke of the importance of the architects' influence, and of the difficulty in winning them.

Home Work by the Representatives.—Mr. Fausquelle gave a brief outline of the work he had always done at home in promoting trade in his territory and showed the value of such work in increasing sales. Mr. Blanchard also described the methods he employed.

The Agent Who Cuts Prices.—Messrs. Hare and Fausquelle dwelt on the evil of price-cutting and pointed out means of bringing to time agents who indulged in it.

The Value of Work with P. O., Pr., C. & B.—This subject brought on a general and interesting discussion which was taken part in by a large number of representatives.

The Floor Finish, S. I. C., Creosote Paint, Graphite Paint, and Metallic lines occupied the session to the close, adjournment being taken at 5:30, with announcement of the smoker in the evening.

Leaders in Floor Finish Sales.

Eastern Division,
H. T. Sheldon.
Canadian Division,
D. G. White.
Pacific Division
Geo. G. Mowat
Western Division,
J. P. Greene.
New England Division,
F. B. Hare.
Central Division,
L. J. Fausquelle.



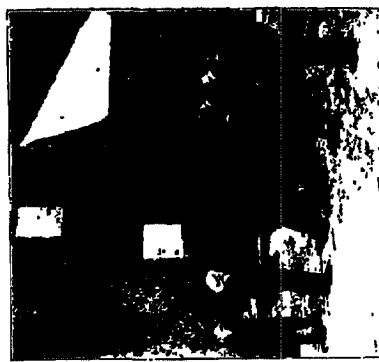
Wednesday's Sessions.

THE C. and M. session, with Mr. A. F. Schafer in the chair, occupied all of Wednesday morning and a great part of the afternoon. It was one of the

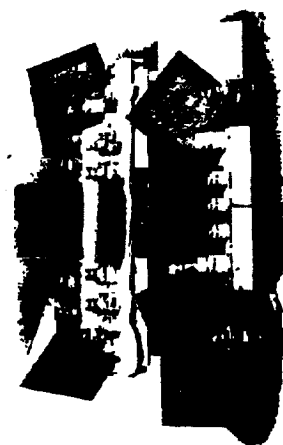
brightest and most profitable of the Convention. The discussions were given the closest attention and many pertinent suggestions were made regarding the securing of C. and M. trade. It was very generally conceded that this line has a wide field and affords the salesman splendid opportunities. There was not a discordant note in the praise of the quality of the goods.

Mr. Cottingham, in introducing Mr. Schafer, spoke of the tremendous improvement the Company had made in this line of products in the last two years. He believed that no other department was making more satisfactory progress.

Mr. Schafer was given a very hearty reception. He said the field for C.



Inspectors around the marine tower at the Unsead Oil Mill.



Display of Floor Finishes.

the system of applying it lessens the possibilities of poor workmanship. It has a uniformity and beauty of finish that can not be secured by any shop-made system. "It is the best carriage painting," said Mr. Schafer, "for both large and small shops."

Agricultural Implement Paints were then fully discussed. Mr. Schafer stated that we have the most complete line of these goods in the market. We have a list to meet every requirement. Our selection of colors is such that all ordinary lines can be supplied from our standard goods. Our products have proved absolutely satisfactory.

The new A. I. P. catalogue was thoroughly reviewed by Mr. Schafer. This booklet is the only one of its kind issued and at once became popular with the representatives. It contains full information on these products. Through it, the representatives can acquire an efficient knowledge of the line, its uses, and the system of applying. The latter is of the utmost importance, as the utility of several of these paints depends upon their proper and careful use.

Perfect Method. Mr. Schafer maintained, is a worthy article, one that every representative can be proud of. It stands pre-eminent. It is an acknowledged leader. The majority of the carriage shops of the continent are now using it with satisfaction.

Mr. Schafer pointed out that the saving in time by using Perfect Method makes it very economical, and

It was brought out in the discussion on Core Oil that the product has proved a good seller in many territories, Messrs Pruden, Vance, Hills and Barney speaking particularly good words for it.

Aridos and Petrolind, two new products, Redstead Baking Enamel, Machine Paint and Filler, Wood Filler and Varnishes, and the other products, were each in turn taken up by Mr. Schafer. He spoke of their characteristics and uses and posted the representatives on the concerns that have a demand for the various lines.

There is no doubt that the Trade Sales representatives were deeply interested in the C. and M. products. The experience of the last few years has shown that there is a large output for the goods among the smaller trade, that comes within the reach of every representative. And it was very evident from the discussions of the session that the vigorous campaign will be continued until we secure our rightful share of the business.

Following the C. and M. Department, another Trade Sales session was held in the afternoon. Roof and Bridge Paint was first considered. Mr. Martin stated that it is a specialty the Company is particularly proud of. It is a good seller, though not extensively advertised, but has created for itself a wide demand, solely on its merits.

Commonwealth Barn Red called forth one of the most spirited discussions of the convention. A number of practical tests were made of it and the various products it meets in competition.

Family Paint met with general approval. It was taken up in detail, and many good points were brought out regarding its quality, and the output found for it in different territories.

Thursday's Sessions.



THE advertising session, which was held Thursday morning, was as usual very profitable. A good display of all the new features and most of the old ones was made. It was a slow-goer indeed who went away from the advertising session without feeling that when it comes to supplying the steam, we are certainly head and shoulders above the other fellows.

Mr. Ford, in opening the session, reviewed briefly the growth of our advertising features, showing by a graphic comparison how much larger our list is now than it was in 1892, just ten years ago.

In dwelling on the work of the P. and A. Department, he stated that the representatives could have just as much confidence in it as they had in everything else connected with the Company, saying in part:

Our advertising is worthy of all confidence. Our statements are the truth in every case as we know it. Our attempts to match colors are as true as it is within our power to work them out. You can depend upon it every time that when we show you a color, it is true to the goods as nearly as is possible within the limitations of the material that can be used.

We want you to feel that you can stand back of all the statements we make. Our side of this convention with all its helps and aids, if you were to study and read the advertising, color cards, and booklets, and thoroughly digest them, you would have a very fair equipment for going out on the road and would know considerable as to the products of the Company.

Continuing, Mr. Ford spoke of the value of the personal advertising done by the representatives, and their friends. He also emphasized the fact brought out by Mr. Cottingham, that our advertising does not in any meas-

ure increase the cost of our goods, but rather tends to lower it.

He then took up the general advertising line, pointing out the improvements made in the old features and illustrating the new features that had been added to the line.

The 1903 edition of the "F." was greeted with much applause and was voted "the best yet."

Following Mr. Ford's talk, the subjects mentioned below were discussed by the representatives named.

The Importance of the "F." List—Mr. H. E. Willau.

The Value of Our Advertising Proposition to the Dealer.—Mr. J. H. Vance.

The short "C" as an *Entering Wedge.*—Mr. J. P. Greene.

The Economical Use of Color Cards.—Mr. E. B. Hare.

The Economical Use of the D. B.—M. B. Millspaugh.

Advertising from the Agent's Point of View.—Mr. R. K. Taylor.

Care in Writing Up an Advertising Order.—Mr. W. S. Falls.

Putting Enthusiasm Into New Agents with the Advertising.—Mr. J. F. Hommel.

Outside Advertising.—Mr. J. W. Ward.

The entire subject of advertising was handled by the representatives in a manner that showed their greater knowledge of the correct principles of good advertising.

Immediately after luncheon the session was brought to a close by Mr. Cottingham, who briefly summed up our position in the advertising field, stating that it is our desire to increase rather than diminish our advertising appropriation, and pointing out that the fruits of our investment depend upon the proper circulation of the various features. He also re-

quested that particular attention be paid to the remarks on the first page of the advertising list.

The Railway, Marine and Street Departments filled the remaining time of the afternoon session. The Railway Department, in charge of Mr. W. B. Albright, coming first.

Railway Sales Department.



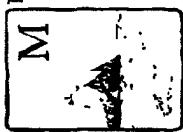
R. ALBRIGHT gave some very interesting information with regard to the progress of our railway business. The comparisons he made showed the big increase in our railway sales within the past few years. He also read a list of some of the railways in the United States, Canada, and Mexico that we were selling, which included nearly every road of importance in the countries mentioned.

In taking up the methods best calculated to secure railway business, he laid particular emphasis on the necessity of cultivating the friendship of the painters, showing wherein it is to the advantage of every representative to be on good terms with all the railway painters in his territory.

Mr. Albright then took up the general list of railway products, explaining the good points of each line and bringing out the special arguments to be used in selling each one. He reviewed the work of the department with considerable enthusiasm. The field is a large one, but one in which The Sherwin-Williams products are acknowledged leaders. On the merit of high quality they have distanced all competitors.

A general discussion followed, those taking part being Messrs. Madill, James, Peyton, Carrison, Watson, and Walton.

Marine Sales Department.



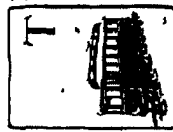
R. RICHARDSON next took the floor in the interests of the Marine Department. In opening, he dwelt upon the case with which our marine specialties can be sold and the steadily increasing sale that can be worked up on them by those who have marine business in their territories.

He reviewed the list of marine products briefly, emphasizing the superiority of The S.W. Marine Paints and Varnishes, and obtaining many words of encouragement from the representatives on the excellence of our products and the general satisfaction they give.

The S.W. Copper Paint, Steel Bottom Composition, Aluminum Paint, and Creosote Paint were particularly commented upon, their uses for marine painting being explained.

Messrs. Millsbaugh, Whitteley, Marston, Peyton, Gordon, Slater, and Parsons, told of their experience with the marine line.

Street Railway Sales Department.



THE Street Railway session, under the guidance of Mr. E. M. Williams, followed.

Mr. Williams reviewed the rapid development of the street railway systems of the country, and the consequent rapid growth of our street railway sales. He referred to the recent convention held in Detroit and the splendid recognition our goods received there.

He impressed upon the representatives the immense opportunities in

A handsome Metalastic Sign displayed at Convention.

their territories for Street Railway business, and the good orders that such trade usually gives.

The methods usually employed in painting street cars were taken up and a thorough explanation given of what is necessary to obtain best results.

Rattan Seat Enamel, one of our most satisfactory Street Railway specialties, was discussed at some length, and its value as an entering wedge pointed out. As Mr. Williams said: "Once a man uses it, he can't get along without it."

The general Street Railway list came in for good attention, the products that were particularly mentioned being Hand-Rail Black and Pole Paint.

The session closed at 5:30 p. m. with a talk by Mr. Blanchard, on the business to be gained by working new roads in process of building, and a talk by Mr. Williams, on the opportunities for business to be found in summer resorts and parks conducted by street railway companies.

The session was a live and profitable one. Every representative realized the great possibilities in the street railway trade and showed his interest by asking questions and taking part in the discussions. Many valuable points were brought out regarding the methods to adopt in securing the trade. It is a line that can be reached in nearly every territory and when secured is always of value as an advertising point with the dealer.

Friday's Sessions.



R. MARTIN concluded the work of the Trade Sales Department, Friday morning. Practical tests were made of our Buggy Paint, Varnish Stain, Aluminum Paint, and Enameloid,

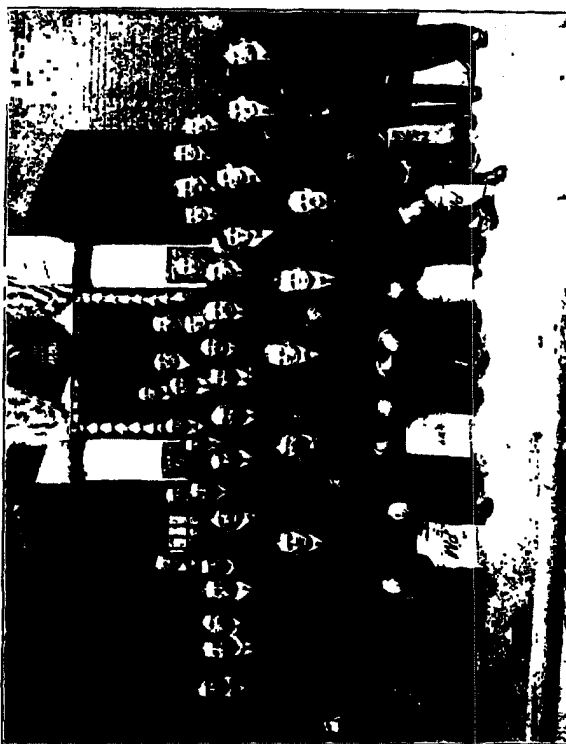
and of the various products which they met in competition. The tests were all made in the Convention room, by committees of the representatives, who reported the result in detail. The panels used in making the comparisons were placed on exhibition. In every instance the result was satisfactory and proved the superiority and

very high grade of our products.

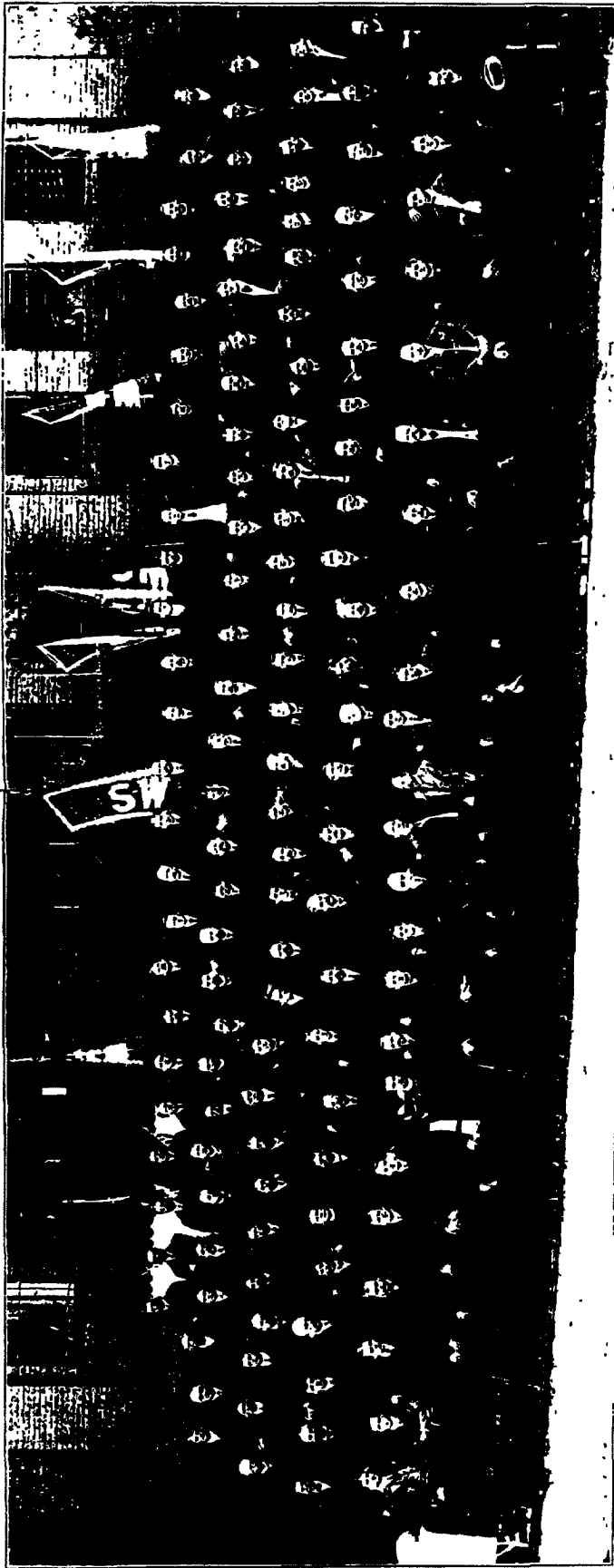
The discussion showed our Buggy Paints to be leaders in all territories, and that every can of paint sent out is a winning advertisement. Several representatives had found considerable sale for the line with livery men. The importance of this trade was emphasized.

Varnish Stain was received in a manner that was gratifying to the management. It has found a large sale in many territories.

Wagon and Implement Paint.—Mr. Martin stated that steady progress had been made in the sale of this product, but that the quality of the goods is so high, and the field so very large, we should have more of the



New Representatives added to the Company's staff during the year. Twenty of them will go on newly created territories



TWENTY-SECOND ANNUAL CONVENTION GROUP

From a photograph taken in front of the General Office Building, Tuesday, November 4th, 1902.

trade. The line is a good seller, and has proved so to many of the salesmen.

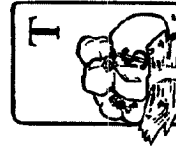
Mr. C. Schell reported that he found a good market for it with town and city corporations, for use on hydrants, park seats, etc.

Aluminum Paint.—The Trade Sales end of the market for Aluminum Paint was shown to be enormous, and that new uses for it were being continually found. Several representatives are selling it for use on creamery pipes, and others to breweries, where the bottles are dipped into the paint for the purpose of sealing, instead of using tin foil.

Gold Paint.—Mr. Martin announced that the product would be placed on the market by the Company this year. The paint will be sold in bronze and liquid form, each put up in attractive packages. The management believes that there is a demand for this paint, and are confident of good returns.

In bringing the affairs of the department to a close, Mr. Martin thanked the representatives for their careful attention through the long sessions, and for the business like manner in which they had treated the subjects. He said that he has unlimited confidence in every salesman, and while

the estimates for the coming year are large, he is satisfied they will be exceeded. Account Department.



He, first half hour of the afternoon session was taken up by Mr. Penn in a review of the work of the Account Department for the year past. He expressed satisfaction with the general run of the

business, stating that it is particularly pleasing as viewed from the treasurer's department. He had nothing to com-

plain of, and hoped that the same high standard will not only be maintained but elevated still higher during the coming year. The records and history of the past confirm in his opinion the wisdom of the Company's financial policy, showing that the basis of our transactions is sound.

Touching on the fundamental principles of good business, he emphasized the advisability of a merchant holding to a cash settlement as early as possible after receipt of invoice.

(Going back again to the work of the 1902 business year, he said he is well satisfied with the showing made in each division, an

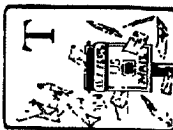
indication of closer co-operation on the part of the salesmen. He also made mention of the splendid increase in new accounts.

Next he defined the position of the credit department in each division and the relation the manager, the cashier, and the salesman hold toward one another.

The desirability of trade references and the advisability of keeping the size of the order well within the limits of the buyers' ability to settle promptly, the taking of discounts, the question of attention to statements and drafts, the waning custom of sending receipts, and various other matters of interest were ably discussed by him.

His entire talk was full of good information with regard to the giving of credit and the definite position of the Company in the matter of extending our business.

Promoting Department.



THE Promoting Department session, in charge of Mr. Harry Dwight Smith, immediately followed Mr. Penn's address.

Mr. Smith, in starting out, thanked the representatives for the very close co-operation they gave the Promoting Department during the year just closed. He stated that the possibilities of the department are almost limitless and that it is only through continued co-operation on the part of the representatives that the department can be brought up to the highest point of efficiency. He said in part:

We want to get every representative of the Company to join the P. D. staff. We want the closest possible union between the P. D. men on the road and the P. D. men

in the office. And if we get it—if you will promise—there's nothing under the sun that can prevent the Company from making 1923 the greatest ever.

You must all be promoters and on a systematic and methodical basis as you possibly can. Promoting work without system or without well planned methods, is like a ship without a rudder. You've got to steer the work and know what you're steering toward if the work is to be successful and bring results.

The system which has been so effective in developing the P. D. is just as essential in the work of the representative as it is in the work of the office. That is why I say that we want you to be not only promoters but systematic and methodical promoters.

System always appears to me to be just as necessary in business of any kind as the railway tracks are in the movement of trains.

At this point Mr. Smith explained the helps the P. D. had prepared for the salesmen in order that their work might be reduced to as systematic and simple a basis as possible.

Then he took up the plans for the promotion of the different classes of trade for the coming year, illustrating elaborately each feature and telling how it is to be used. He also demonstrated our superior position over our competitors in our promoting work, graphically showing the representatives how much better work and how much more work we do than any one else in our line.

He dwelt strongly upon the value of our special ad service showing by illustrations the success of our Mr. Fasquelle in getting the agents on his territory to make use of this service.

The session closed with a brief talk by Mr. Fasquelle on the merit of the special ad service and the part it plays in inducing the agents finally to make use of our regular newspaper X's.

General Manager's Closing Address.

Mr. Cottingham followed with the closing address. It was one of the most earnest and impressive business

talks those present had ever listened to. It was a fitting close to the best of all conventions.

Mr. Cottingham outlined a plan of competition among the representatives, divisions, and P. D. division managers was briefly outlined—a plan which he had had in mind for some years. He hoped that all those interested would enter the competition with an honest and strong desire to stand at the top.

He reviewed the growth of the Company in all departments, making mention of the work done in years gone by to cement the organization into a unit of strength that would carry it through the years to come, long after its present management had passed away.

He cited his

impressions of this convention which he stated were: 1st, the cheerfulness and enthusiasm displayed by those attending, their evident desire to help and to be helped; and, the improvements all along the line—in-

provements in the method of handling the convention, in the added interest and attention shown at the various sessions, and in the way the representatives took part in the various discussions; 3rd, the few com-

plaints made which proved the superiority of our products and methods; 4th, the justification of our claims to be the largest paint and varnish makers in the world; 5th the knowledge and ability so plainly shown by the representatives; 6th, the spirit of co-operation and good fellowship that pervaded every session.

Continued applause greeted Mr. Cottingham at the conclusion of his address. It was a spontaneous outburst, and showed the most genuine and hearty endorsement of the principles expressed. Unfortunately a verbatim report was not secured. The singing of "Auld Lang Syne" brought to a close the 22nd Annual Convention.



The large Electric Sign over the portico of the Hotel, which attracted so much attention.

The Smoker:

“If, smoker, like every other event of ‘the glad convention time.’”



It was a 'corker' from start to finish, and we are sure, will long be remembered by the representatives.

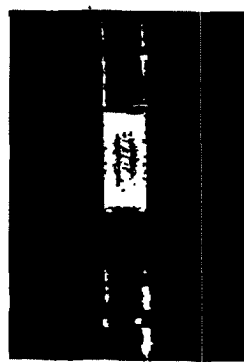
The talent was all "home grown," and it's certainly a product we might well feel proud of. From the opening of the performance to the grand finale of the minstrel show, there was laughter and fun. The minstrels carried the house. They were "real roons," every one of them.

The program, which began at 8 o'clock, was as follows:

Lantern Exhibit, Two Years of Building,
Interpersed with S W. P. songs.

Solo,	F. E. Davis
Menstral Strains,	Ralph Baker
Monologue,	F. O. Bristol
Flute Solo,	F. B. Ware
Incident,	H. C. Hare

MISSISSIPPI
Inventor,
F. E. Davis,
J. H. Vance,
J. P. Minette, Jr.



The 'Confidence' electric sign displayed the night of the Smoker at the end of the bridge leading from the General Office to the factory.

Wm. O'Neill, Tenor Robusto
Metalastic
Quartette
G. E. L. Dyson, Tenor
J. M. Williams, Baritone
C. A. Clark, Bass Robusto

The minstrel show, as one of the representatives put it, was "truly professional." The jokes were good and the songs "catchy," Messrs. Vance and Minstree made a hit as "Bones" and "Lambo."

Ministral'nyy

Entrance Song and Drill, "Timpie
Opening Song," Bones and Tumbo
Song—"Nobody's Looking but the Owl"
and the Mount, L. M. Williams
Selection, Bones
Song—"Dakie's Dream," Mi. W. O'Neill
Selection, Tumbo
Song in the Shade of the Palms, Mr. Geo. Clark
Chorus—"Bill Bailey,"

Jambo and Chorus
 Selection—"Don't You
 Cuz, My Honey,"
 Melaine Quartette
 Bones
 Mr. Geo. Dixon
 Bones
 Jambo, and Pompe
 Female.

The lantern exhibit was in charge of Mr. Harry Dwight Smith. It was a photographic illustration of the growth of the Company in the last two years. During the exhibit the 1902 Convention song "The Glad Convention Time," "Cover the Earth" (1901 Convention song), "S.W.P." (1900 Convention song), "Expansion" (1899 Convention song), "You'll Find it Everywhere," and "Finest in the Land" were sung.

The 1902 convention song was a big success. It went as follows to the tune of "The Good Old Summer Time."

Their's a couple in each sex that we discuss individually.

THEY'VE OVERSTAYED
WITH ITS GUNTING AND DRUGS, AND COME TO AN
END.

The "Real Coons" who Made a Hit at the Smoker.

Refrain by the Western Division Representatives
In the good old roosting time
In the good old roosting time,
Straddling through the country towns with a good
old hen
S W P is all we see, and that's a very good sign,
That at the point they all will see
In the good old roosting time.

"You'll find it everywhere," a song by the Canadian contingent, was tied with much vigor by Mr. Geo. F. Boomer. It was sung to the tune of "On a Sunday Afternoon." The words follow:

Glad Convention Time
When this happens, then we are in a loss.
And work seems a beautiful rhyme.
It troubles annoy we turn back to enjoy
The Glad Convention Time.

In the Third Convention Time —
 In this third Convention Time,
 We'll give three votes for better years,
 As fashion will we change.
 With hand to hand and be art with art
 We cover every clime
 We're the first to be bigger and greater than
 From this Convention Time

11

[illegible]

III
 In S W P and S W Y
 At Convention Time —
 We took it all in and we went to work
 I sang Convention Time
 Then we set up a tent we just call on P D
 And for all would for *service at a time*
 If a crowd is coming we're always to all sing
 "The Lord's Commission Time"

The way we are to know that we know
 is by comparing them
 Some other goods are the best we must have

[illegible]

— 528 —

As usual after the smoker the entire body of representatives, officials, and managers formed a procession several blocks long and walked through the

The people of Cleveland certainly knew that the S-W. Convention was on.

The smoker was the most enjoyable evening of the week.

The large auditorium of the Cleveland Chamber of Commerce was none too large for us. A very few more years of continued growth and we shall be compelled to secure a more commodious banquet hall. The decorations were unique. A giant S.W.P. can at one side of the auditorium was a striking feature. The walls were draped with the Company's flags and those of the countries in which we are represented. The number of the latter showed that we are making decided progress towards covering the earth. The American Pacific and the Company's

Two incidents of the evening will long remain in the minds of every one in attendance: One was the reception given President Sherwin, when he arose to deliver his address of welcome. At that instant, in accordance with a pre-arranged and well carried out plan, everyone stood up and waved a small banner, bearing the inscription "Confidence," which had been previously kept concealed. The cheers lasted many minutes. It was the most enthusiastic moment of an enthusiastic week. The other was equally impressive. As Mr. Coting-



The Cleveland Chamber of Commerce Auditorium showing some of the decorations the night of The S.W. Banquet.

“Cover the Earth” pins, made after the pattern of our well-known trade design, were presented to everyone at the banquet. The idea was a clever one and the souvenirs made a decided hit.

After the banquet was over the tables were cleared away and informal dancing followed. Many remained and the good time continued.

This is the menu that was served:

**Blue Point
Celery
Wafers**

Puree of 'Tomatoes'

Abstract

Fillet of Beef, Mushrooms

Potatoes in Cream	Peas in Cases
100	100
98	98
96	96
94	94
92	92
90	90
88	88
86	86
84	84
82	82
80	80
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דעם

1000

Chicken Mavrounari

100 (continued)

Cake

சென்னை, 11 சூன்

was furnished

orchestra, and the colored quartette, who have been with us several years, helped with songs and parodies, specially written for the occasion.

The after-dinner speeches were

strong and helpful and were well received. Between the toasts the convention songs and division and department yells added liveliness to the evening's entertainment.

The toastmaster, Mr. Edward A. Wood, made many bappy, humorous remarks. There was never a dull moment.

The banquet talks were:

Welcome, . . . Mr. H. A. Sherwin
Divisions East, . . . Mr. H. D. Whitley
Divisions West, . . . Mr. F. C. Harris
Canadian Division, Mr. C. C. Ballantyne
Factory, . . . Mr. M. L. Sims
Business Success, Mr. W. H. Cordingham

The Toastmaster's Opening Address.

I believe I need not tell you how proud I am to welcome you all to this banquet of the 22nd Annual Convention of The Sherwin-Williams Company, or still less assure you that every loyal S-W heart must swell tonight with joy and congratulation, and confidence, in this magnificent assembly of earnest workers. It seems not only a fitting climax to the grand, glad, convention of the past week, but an eloquent prophecy and guarantee of the success which awaits us as we separate to cover the earth in our campaign for 1921.

There is, indeed, but one thought, one watchword, which seems most fitting in an hour and a scene like this—*Greater Than Ever* (RECALL THIS, LADIES). Greater numbers, greater enthusiasm, greater men, greater women, greater ideals, greater responsibilities, greater efforts, greater success, and this is the sentiment which is most clearly etched to me from every side in this inspiring attendance, in these intelligent faces, these sparkling eyes, and these waving banners.

But, I am not here to encourage. We have had a hard busy, and most profitable week, and it has been wisely

decided to cut short the talks and devote more time to handshaking, reunion, and heart-to-heart fellowship.

I shall aim only to string together in a very hurried, and, perhaps, a semi-non-sensical way, the few bracing words from those who are to address you, and, if you think that the non-sense exceeds, you must remember, that—

A little incentive now, and then—
Is well, and by the wisest man.

As we look about us tonight we cannot help missing some dear, familiar faces, and think of many other hearts in closest sympathy with our own, though they are not able to gladden us with their presence.

In every one of our offices, and warehouses, and factories, there are loyal workers, equal, indeed, in numbers to our own, but compelled to remain at the post of duty. Would they might all be here.

We miss, also, beyond expression, the face of our honored Vice-President, Mr. Williams, whose ringing words have always inspired us on occasions like this. Our best wishes and kindest hopes are with them all, and I know the sentiment of every heart could well express itself in the fervent words of Tiny Tim: "God bless them, every one!"

Mr. Sherwin's Address.

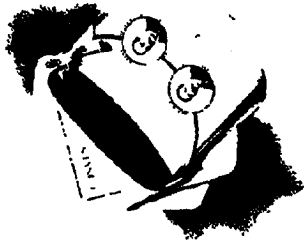
Fellow-Employees of The Sherwin-Williams Co.:—To say I am glad to welcome you here to-night puts it mildly. In fact, I cannot find words to express my appreciation of the happy way in which you have honored me at this time. I am proud of you as a body of enthusiastic and loyal employees. I am proud of this large organization of which we each form a part.

Occasions of this kind are thanksgiving days for me. I thank God for life spared to see this Company reach its present proportions. I am thankful that I was able with the assistance of others in the past to lay the foundation on which you, the younger generation, are now building this magnificent superstructure.

I confess I had an ambition to see the concern, which I am at the head of, become the largest of its kind. This ambition, as you well know, has been realized.

If I may say anything to help those who are now doing the pushing, it is, look a long way ahead, aim high, and "dig deep." If you do not live to see results, others will, and if you do your part well, the result is sure to be success.

I would have no one think that I look



The Banquet Menu.

other features of the business affected by and not covered in this competition, we decided to carry with it an additional competition, allowing a total of 30 points each for discipline, improvement, and cost of manufacturing. The points allowed in this competition were added to the points allowed for good order and cleanliness, and the prizes were, as in the other competition, first \$50.00, second \$25.00.

In this competition the first prize was won by Mr. J. R. Purdy, foreman of the Dry Color Department, with total number of 106.22 points; the second prize by Mr. H. Campbell, in charge of the Storage and Receiving Department, with a total of 106.37 points.

Honorable mention in both contests should be given to Mr. John Stollsteimer, foreman of the S. W. P. Filling Department, who was a close third in each.

"Divisions East."

H. D. WHITLEY.

No matter what claims have been made for the great wheat growing West and Northwest, the East holds and will maintain that at one time at least they had the greatest "Wheat" to be found anywhere in this or any other country.

I take it for granted there is no one in this great gathering who is not interested in the Divisions East. Not because ours is the Eastern wing, but rather because it is part of our great organization. Speaking of the Eastern Division, this branch of the business had in the past few years especially

upon commercial supremacy or the accumulation of wealth as the largest success of life. I have lived long enough to learn that the greatest success is a life well spent, not for one's self, but for all.

I wish you all a very enjoyable evening, and in the words of the familiar toast, "May you live long and prosper."

Cleveland Factory Prize Competition.

Later in the evening Mr. Sherwin also presented the prizes to the successful contestants in the Cleveland factory prize competitions. In doing so he spoke as follows:

We have always made a special effort to keep our plants in as good condition as possible, i. e., in first-class order.

Insurance companies and others who make careful inspections have always graded our plants very high. Yet we have felt that a still further improvement was possible, and so set out to attain it by a prize competition based upon monthly inspections, made by a committee consisting of the President, General Manager and General Superintendent. This contest was made to include the nineteen departments of our main factory of the Cleveland plant, not including the detached departments.

Inspections were not made on any specific day or date, but were approximately a month apart to meet the convenience of the inspectors and to eliminate any special preparation for them. Eight regular inspections were made, marking the various departments on the basis of ten for "Excellent," eight for "Very Good," six for "Good," four for "Fair," and two for "Poor." The general result of these inspections has been very satisfactory. The average rating of the factory being 6.83 on the first inspection and 9.55 on the last inspection, made about ten days ago.

The improvement in some of the departments was remarkable, one department during the year going from 5.85 up to ten points.

We offered two prizes in gold—a first prize of \$50.00 and a second prize of \$25.00 to the departments whose total number of rating points for the year was the highest. The first prize was won by Mr. A. A. Sims, in charge of the Q. D. Department, with a total of 76.06 points. The second prize was won by Mr. H. S. Austin, foreman of the S. W. P. Packing Department, with a total of 74.11 points.

Recognizing, however, that there are



suffered for the want of an eastern factory. This very fact limited the spreading capacity of our eastern business. We all felt the need of something to which we could anchor S.W.P., some stronghold from which we could safely combat all comers and so we entrenched ourselves in Newark, a city of 240,000 inhabitants. We hold the record doubtless for the largest shipment of paint ever made from New York City, when on May 1st, 1901, hundreds of tons of S.W.P. and other products of our manufacture were shipped down the North River across the Bay and some six miles up the Passaic River to our own dock at plant No. 4.

The propelling force of the Eastern Division, and possibly a few agents, could tell you how what happened to S.W.P. during the next few weeks and months. Not that I don't know. I think the Western Union declared an extra dividend that year.

When we started the wheels of plant No. 4 July 1st, 1901, we made truly a hot start. From our main and only building, on that date we unfurled three flags from a new pole. Shortly after the starting of our machinery we decided to take down all but one pole, for the reason that we made up our mind that within three years we would have new buildings for the other two, one of which would be necessary for filling the New England Division orders. We have the second building just now completed, doubling our capacity, and the boys say if we can deliver the goods we will soon need the third.

Even the wise men of old left the East and while it may be a hard proposition, nevertheless S.W.P. is only entrenching itself that much stronger and is in the East to stay. Other manufacturers are said to have stated, when it became known that it was our intention to build an eastern factory, that we would not keep it running more than a year. They were not wisemen. Any one may build but it's the use we make of the building that makes it stand or fall.

We have represented in the Divisions East young men whose close business application and ability have been recognized in various divisions from which they have been chosen, and to-day they are factors in making the eastern business have in it an element of success, and there are many here who are personally acquainted with fellow employees whose work is now under the Eastern Division flag.

I presume most of you have in mind that the Eastern area is bounded by the Atlantic coast. Two years ago this would have

been correct; to-day, however, you may extend the line from pole to pole.

The city of New York is at last up-to-date, having one of the most energetic S.W.P. agents we have on our books. We felt that we could not in justice to ourselves go after foreign business until we had landed hard in the greatest city in the United States. From our dock S.W.P. is now distributed to foreign lands. In December, 1900, our mutual friend and fellow traveler, Mr. Donnison, started on his eventful trip. This date marked the beginning of expansion abroad. Since that time we have sent out reinforcements, strengthening and establishing a firm footing in all important lands. The real work, however, has only just begun.

We have had the pleasure of entertaining at our plant during the past year valued agents who have traveled thousands of miles to visit the home of S.W.P. and other great American industries. They have been surprised and amazed at our facilities which have filled them with wonder and enthusiasm, as has the order and neatness of the plants and the hustling qualities of the men.

To any manufacturer who tries to stop us I would give the same advice Josh Billings once gave and that is: "When impelled to take the bull by the horns, stop and consider whether it would not be better to take him by the tail, because it is easier to hold on to and you can let go better." Some of them have already had to let go attractive business owing to the determination of our men to go through and over.

It will only be a few days now before the boys reach their various battlegrounds, and I can see the fighting blood of the propelling force warming for the fray. There will be such an uprising of S.W.P. boxes in the East about Wednesday next, that when we meet again there will have been new victories won.

"You will find that this is only plain -
Patience and skill, comrade, and will
win the four leaves of the East tree."

"Divisions West."

F. C. HARRIS.

It affords me no little pleasure, I assure you, in behalf of the representatives of the Divisions West in exchange greetings with our co-workers of the Divisions Central, Canadian, and the East.

We were for a long time known as the Chicago House, but by a persistent show-

ing of our worth, elevated to the dignity of a Division. Since then two offspring have been weaned, and they promise to be an honor to The S.W. family. Another is in the cradle, and doubtless soon will want to try its strength alone.

For years the men on the picket line of the frontier were few. We felt that we were in the enemies' country, and were ever alert for an opening in our competitor's camp. We are proud, and justly so, of our Divisions West, proud of her men and their achievements. When you wanted a manager for the Trade Sales Department you came to the Western Division. When you wanted salesmen for the Railway Department you came to the Western Division. And when a manager was looking for a good thing he came to the Western Division. More of the old guard are with and from the Western Division than any other. There is only one old sheep and we shall welcome him if he will come into the fold. This would complete the triumvirate of Age, Weight, and Beauty. Our aim has always been high and we have never fallen short of the mark. If you should look for our guiding star you would find it at the zenith.

While seated at this banquet table last year I was deeply impressed with the fact that the flags decorating the room were emblematic of the history and policy of this Company. In "Old Glory," we find the white representing the purity of our products, as well as our intentions, the red, the blood of the many battles we have honorably fought and won, and each star a brilliant victory on the blue field of adversity and competition. Our neighbor's flag bears the same emblems but they are crossed to represent the passage of the territorial line. It bears the arms of defense, the wreath of peace, and both flags float from the staff of integrity.

Permit me, if you will, to draw a word picture of the magnificent monument erected by The Sherwin-Williams Company. The base was laid in Cleveland on the foundation of confidence. To the West the first pillar of co-operation arose in Chicago. Then in the East another was erected, at New York, not munitions, but stone upon stone as the building department was strengthened. Others soon were quickly constructed until they supported the arch of triumph, and above all rises that magnificent shaft, the column of success, with the smiling goddess of fortune holding a beacon light to all the world. The retrospect is

surely gratifying and the prospect alluring. The founders have builded well and the honor is theirs.

The representatives of the Divisions West are proud of the relationship to this magnificent upbuilding, and we fill our cup with the nectar of the gods and drink the last drop to the health, happiness, and prosperity of The Sherwin-Williams Company.

"The Canadian Division."

C. C. BALANTYNE.

At the outset I might mention that one of the principal things that has contributed to bring success to the Canadian Division is the confidence we have always had in the future of our country—confidence which has been possessed by every Canadian and which has done much to make Canada what it is today.

When I look back to the time when The Sherwin-Williams Company first began business in its own name in Canada, I am taken back still farther to the time when the foundation of the Canadian Division was first laid by Mr. Cottingham in the fall of 1887, when he entered the paint manufacturing field for himself.

From the very beginning he held to the same principles that built up The Sherwin-Williams Company in the United States—high quality and absolute honesty in all his business dealings. Not only did he manufacture the best goods it was possible to make but he also procured the jobbing agency for every high class paint product the world offered.

These principles together with the fact that he managed to surround himself with the best representatives he could find soon won for him by far the largest jobbing business in the Dominion, and in 1895 seeking to widen his field, he formed a connection with The Sherwin-Williams Company.

From that time the Canadian Division began to go forward with leaps and bounds, gaining greater influence, and winning for itself a position in the paint industry in Canada which very soon placed it far beyond the reach of competition and elevated it to a standing where it may be said to be practically alone in the field so far as other paint makers are concerned.

Sometimes we are asked about the sales of our products and the strides we are making at the present time, and I might say to you that the smallest package in which we ever send out S.W.P. is the size of that can or there. (Points to the huge S.W.P. can on the rostrum.)

The fact that Mr. Cottingham had the

same views as the founders of The Sherwin-Williams Company, fired him to make a success of the Canadian business—a success which I am sure no other man could have made, for you must remember that the conditions in Canada were peculiar, and different perhaps from those on this side. We placed our shoulders to the wheel, however, and with the aid of the good, loyal, representatives who have stood by us so nobly we put up a fight that won downed the opposition and won us a well earned victory.

We of the Canadian side feel justly proud of our connection with you. We are proud of our grand Company, we are proud of the splendid growth of all our Divisions, we are proud to be with you here tonight and I want to say to you that as long as the Canadian Division exists—so long will you find us striving with all our might to strengthen the position of The Sherwin-Williams Company not only in Canada but in the world at large—so long will you find us always holding to the foundation principles that have guided this magnificent organization to success.

Gentlemen, I thank you on behalf of the Canadian Division for the attention you have given me.

"The Factory"

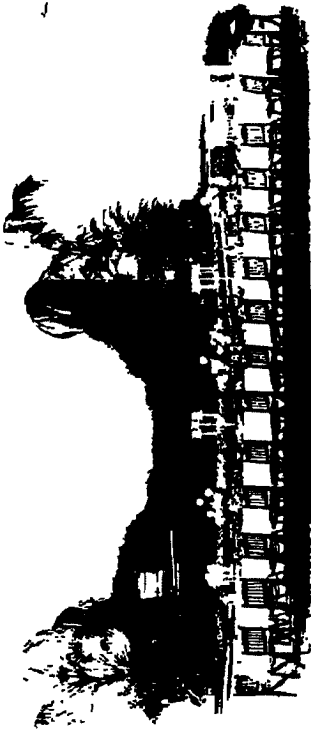
M. L. SIMS.

Upon my return last week from a short trip over in Michigan, I was calmly informed, much to my surprise and regret, that I would have to say a few words here tonight.

I had left home thinking that I had arranged for some one from the factory to do a "stunt" that would be an honor to the S.W. Co., some one who could talk in a way to interest you.

It is needless for me to assure you that I have never posed as an orator, neither have I any ambition in that direction. I would much rather sit and listen to those who can talk without being tiresome, which I very much fear will be the case when I try to talk to this large and intelligent audience, but duty is inexorable and knows no law but that of obedience, so I beg you kind indulgence, as my bread and butter are somewhat at stake in doing this little "stunt."

I would say that I am only supposed to fill out about five minutes of the program. If it be true that "brevity is the soul of wit," I fear me that some of this grand course of people will be



One of the Banquet Tables

simply "IT", and their superiors are yet to be found.

And now last but in no sense the least, I want to say a few closing words in praise of our factory employees, and I say it with all the sincerity of my nature. They are a set of employees to be proud of, and I am proud of them. Any one should deem it a privilege to stand up and speak a good word for them and I do it with pride and pleasure as their superintendent. I say with all the truth and earnestness of my nature, that I would rather have their confidence, respect, and esteem, and that they one and all should at all times know that I am their true and sincere friend. I say that I would rather have this assurance than anything else I know of, and I want everyone here to go away from this place tonight feeling that confidence in the factory and its employees which I myself have, and then you can go out into the highways and byways of trade, leaving no competition, winning as you have always won.

"Business Success."

WALTER H. COTTINGHAM.

I want to say in the beginning that I know of no way of reaching the top of the ladder of business success except by climbing, and that I know of no way of climbing except by effort—hard and continuous effort. I am climbing begins at the very bottom rung, and if the climber is to make head way he must take a firm grip, keep his eyes riveted on the top, and his mind firmly set on reaching it. The progress will be slow, especially at the start, it must be made step by step, for it's only by such practice and

experience that we become fitted to stand at the top.

The trouble with most business climbers is that they want to get to the top without the great struggle and hard effort of climbing. They want to be *hauled* up, and I have observed that the man who has to be boosted up has to be held up—left alone he'll topple and fall, he has not learned to stand alone—he is not at home in such an exalted place. So I repeat the only way to reach the top and *stay there* is to climb, and climbing, let it be remembered, is slow, hard, toilsome work but it's a *grand thing* to stand at the top.

Business success, like all other things in this world worth having, depends upon the exercise of certain definite characteristics, and it is of three of these essentials, which I deem among the most important, that I wish to speak.

- 1st, Health—health of body and health of mind.
- 2nd, Ambition.
- 3rd, Work.

Of course there are a lot of other things necessary to business success, but these to my mind together with *health*, form the broad foundation on which to build, and all else is but the detail of the structure, the size and importance of which will depend upon the strength of this foundation.

Given a man with good health of body and mind, a consuming ambition to rise, and a large capacity for hard work, and I care not *what* he is, *what* he is or *where* he is, he will come to the top. You can't keep such a man down—it would be contrary to the laws of human progress and experience.

The time, the place, and the opportunity will not be wanting to such a man. It's the man that *makes* these, not they that make him. And every one, ambitious of success, should be thoroughly convinced of this. I have no patience with those who attribute success to a lucky chance, a fortunate condition or a rare opportunity—these come to every man, the difference being, one sees them, the other does not. One has *worked* for them, and prepared for them, and when they present themselves he seizes hold of them. The other is not prepared and so they slip by him—and he calls it hard luck.

Let a man but have an aim and purpose, and opportunity to attain his end will not be wanting. The field of business is open to all. In the great arena of trade every man can compete, and every man has a good, fair chance, the statements of croakers to the contrary notwithstanding.

If such a declaration needs confirmation, I have only to point to the great captains of industry the world over, who have almost invariably risen from the humblest of beginnings, without any better chances than any of us, and not so good as most of us have enjoyed.

Great American business men, like Andrew Carnegie, Marshall Field, John Rockefeller, and J. J. Hill, have climbed the ladder of business success from the lowest rung, step by step, against great odds, and by tremendous effort and persistence; and so have such great Englishmen as Rhodes, Lipton, and Brassey, and such Canadians as Strathcona, Stephens, and Macdonald, and many others.

The success of these giants of industry illustrates the immense possibilities of business and what may be achieved from small beginnings and little opportunities. They should prove an inspiration to every one striving for business success.

I have tried to study the careers of these men, and am convinced they have gained their commanding positions, not so much by the exercise of extraordinary qualities, not by reason of the possession of what is called genius, but by the practice of everyday, good, ordinary, business principles, and by *sticking to them*, concentrating the whole force of their strong natures on their work, gaining a little all the time, going steadily forward, step by step, higher and higher.

It's *wonderful* what can be accomplished in time by a man who works *persistently* along the right course. It's deviating from the course, getting off the track, letting

down a little at times, that is fatal to progress. Stick-to-it-iveness is characteristic of all men of great achievements.

Let me now direct your attention to the first qualification for business success which I referred to, *Health*. The man who neglects his health is, to say the least, very short-sighted, and to say the truth, a fool. He needs his health to stand the tremendous strain necessary in the struggle for success, and he needs his health to enjoy success. It is a sad thing to see a man who has worked hard and won success, left with a wrecked constitution which utterly unfit him for the enjoyment of the fruits of his labors. Such a sight is not unusual to-day, and should prove a warning to those engaged in the strenuous life of our times.

We all know the importance of the machinery of our great factories, and the pains taken in keeping it in perfect condition. How watchful is the engineer to see that the fire is kept burning, that the machinery is well oiled, that everything is done to make it work smoothly, for it is only through the exercise of such care that the highest efficiency is obtained.

The human machinery must have the same care. If we are to develop it to the highest point of efficiency, the body and the mind comprise the motive power of our being. The body generates the current for the mind, and the current keeps in motion the machinery of our operations. Surely then it behooves us to keep our motive power at all times up to the highest standard. Should we neglect it, there is apt to be a breakdown and the plant put out of operation.

Every man should study himself, should *know* himself. He should find out what is most essential to the preservation of his health. He should find out what he can do and what he *can't* do. He should know what he can eat and drink, and what he can't eat and drink, and live accordingly. He should know what kind and how much exercise he requires, and take it. He should know how much sleep he needs, and get it. He should know his capacity for work, and not go beyond it. He should in all things be temperate and regular. These things are important if a man wishes to keep himself keyed up to the proper pitch, and he can't be keyed up if his motive power is run down.

Most men *know* what is necessary to keep them in good condition, but yet lack the moral courage and strength of mind to govern themselves accordingly. Men of such

self-indulgence need never expect to make the most of themselves, for he who is not master of himself and cannot manage and control himself, certainly cannot successfully manage and control others. He is a weakling, unfit for leadership.

If it's essential to care for the health of the body, it's still more essential to care for the health of the mind, for the mind is more sensitive to ill treatment than the body, and a diseased mind is ten times worse than a diseased body. Therefore we must be careful how we feed and exercise the most delicate and important factor of our organization. It's a clear, strong mind in a healthy body that counts. Mental equipment, like physical equipment, can be developed by training. Good reading, good associates, good thinking, is the kind of exercise and training the mind requires.

High thinking leads to high aiming. There is a good old proverb that says, "As a man thinketh, so is he," which is an eternal truth. We become largely what we think we want to be. If we think great things long enough and hard enough, some day we may do them. On the other hand, let a man be pessimistic and morbid of thought, let him keep thinking he's no good, that everything and everybody is against him, and he'll never amount to anything, and these things are very likely to come to pass. It's so much better to be enthusiastic and optimistic than a pessimist and a growler. *'Tis not the man who moans and cries, but the man who acts and tries who finds the blessing 'neath the rose.* Keep within, a clear, healthy mind and you're sure to have a cheerful, courageous heart, and these things, backed by a strong, rugged constitution, will go a long way toward helping you win business success.

I now come to the next qualification—*Ambition*.

Some people seem to think it's wrong to indulge a great ambition. I'm glad to say I'm not of that number. I think it's a magnificent thing for a man to strive with all the power that's in him to make the most of himself. To be ambitious is to dream, to long, to aspire to be something *greater* than we are, and to long to be such is the next thing to being it. So I say, let every man and every woman keep alive the fire of ambition and let it burn so brightly that you will be ever spurred on to the highest endeavor. The desire to distinguish one's self is laudable and commendable. A man without ambition is like a bird without wings. He can never soar into the heights above, but must

walk like a weakling unnoticed with the crowds below. He never feels the thrill of enthusiasm which pulsates through the veins of the ambitious man as he presses forward in the exciting struggle to reach his aim. I am truly sorry for the man who lacks ambition, and I pity the man who is devoid of enthusiasm. Such can not hope for great business success, for a great career is the expression of a great ambition and a great enthusiasm.

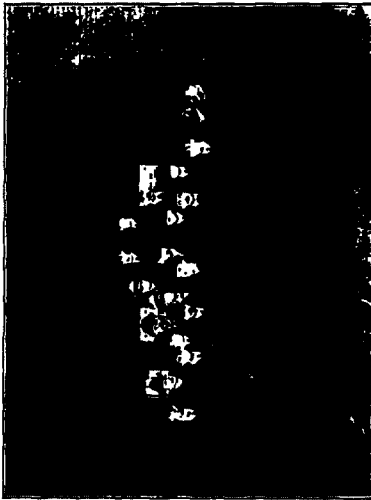
Ambition, let us remember, needs to be regulated, or it's apt to become a master and lead to ruin, as has been the case since the world began.

It must, too, be reduced to a definite, reasonable condition to be of practical use. It doesn't do to live in the clouds at such a height. We want to come down to earth occasionally and get on a good, working basis. It's a good thing for a man to have one great, overshadowing ambition and one high ideal to strive for, but it's well also to have some lesser ambitions, to work to, which will serve to keep him in training for his higher aims. As he reaches the lesser ones he can advance to the higher one, and in this way will get encouragement to keep up the struggle.

It's well that the office boy should aspire to be president, but in addition I would recommend him first to aspire to be chief clerk, and when he gains that place to aspire to be manager, thus keeping his definite ambition within range all the way up to the top. And I hope our boys have this ambition, and I hope that all our staff, while ambitious for themselves, will also be ambitious for the Company, and let this spirit work among us and carry us to the utmost place in the business world.

I have now touched on health and ambition. In order to realize the possibilities of these advantages, they must be backed by *Work*. How much you are going to make out of your strength of body and strength of mind and your great ambition, altogether depends upon how hard and *persistently* you are *working* and *able* to work.

Work, in order to be highly successful, must be done because you *like* it, not because it's a necessity. You must throw your heart and soul into it, it must be a part of yourself. All the great works of art and science and industry are great because they are part and parcel of the one who created them. Such work is the expression of a life and was accomplished not for the



Managers group taken in front of the general office.

love of gain, but for the love of work, and by the desire to excel.

The man who finds work drudgery and an everlasting grind, who is looking always for the quitting time, will never do really good work. Such a one is but a machine and will always have to have an attendant. He could not be left alone, for he works only because he has to and when he is kept up to it. The spark of originality and enthusiasm, generally called genius, is wanting and the work is commonplace.

Of this kind of workers there is an oversupply in the world and so the price is low. But for the man who works because he desires improvement and advancement, because he desires to accomplish, because he wants to do something better than it's ever been done before, because he wants to be a prize winner in the great race of the world, there is almost no limit to what he may accomplish.

Work is not hardship, it's one of the Creator's greatest blessings, and the one who fails to realize the truth of this only deceives himself. There is no real happiness in idleness, there is nothing like the genuine satisfaction that comes from honest toil and the feeling that you are doing something and making headway in the world.

This is all I have to say on the subjects, and I am very conscious of how little and how poorly I have touched on them. I was prompted to speak of these things because I know the spirit of our organization is one ambitious for business success, and I want to see this spirit continue to work among us

with increasing power. I own as one of my great ambitions the desire to see our Company grow to become not only great in power and vastness of reach, but one of the greatest industrial concerns of the world. I want to see it so powerful that it can stand independent and alone against any combination that could be organized to compete with it. Or should combination ever become desirable to us, that we, through the merit of our products and superiority of our organization, shall dominate and control it, and that our people shall receive the benefit thereof.

This splendid and commanding position we can acquire if we but apply ourselves with all our individual and collective force to the working out of business success. There is ample field and opportunity in this aggressive and growing organization for the most ambitious among you, and we want you to work out your careers here. We want you to succeed with us. We intend that this business shall extend and expand sufficiently to provide scope for the highest talents, the greatest abilities. Our faith in the future lies in our confidence in the increasing ability and strength of our staff. And right here I want to state, it is the policy of this Company to build its business by using the brains and energy of those within the ranks, as long as they are to be found there.

I want to say further that the system of promotion we employ is solely on the merit basis. There is no influence other than excellence and fitness of the candidate that governs our choice, and I would have every one feel that there is a fair field before them and that there is no position in this Company to which they need not aspire, but we fully expect the continued development of our business will demand constant changes in our organization, which will open up new opportunities well worth competing for. So it behooves every man to keep in training and be prepared for any opportunity that offers.

And now, as it falls to my lot to say the last word at the breaking up of this, the most successful convention we have ever

held, I want to express my heartfelt thanks to you all for your loyal, willing, successful service. I want you to know that we appreciate your good work and that it will ever be our endeavor to conduct this business in such a manner that you shall share in our prosperity.

And as we enter upon another business year, I want to remind you of our Convention key note:

CONFIDENCE

*In Yourself
In the Goods
In the Company*

I am sure that this spirit, together with our well known characteristic of "Push," will carry us to a still higher position.

Convention Brush Marks.

11 F decorations in Eastern Division.

S. G. Pollock. 43 new agents.

Pacific Division.

Geo. G. Mowat. 36 new agents.

Canadian Division.

D. Crevier. 33 new agents.

R. Vincent. 33 new agents.

A meeting of all the managers was held in Cleveland October 31st, and November 1st. The managers also held meetings every day during Convention, after each session. A post Convention meeting was held Saturday, the 8th.

A dinner was given to all the managers, by Mr. Cottingham, at the Century Club, Saturday evening, Nov. 1st. Covers were laid for twenty-one.

The following letter was read during Convention from Mr. J. H. Sayward, S. W. P. agent at Haverhill, Mass., who attended some of last year's sessions:

Haverhill, Mass., Nov. 1, 1902.

Gentlemen: Memories of my very pleasant visit during Convention week of 1901 still cling to me, therefore I send greetings to one and all, at this time, and wish you all a prosperous year. Very truly yours, J. H. SAYWARD.

The contest for new agents closed the last day of October. The names of the leaders were posted on a bulletin which was displayed in the Convention hall, and are as follows:

Central Division,

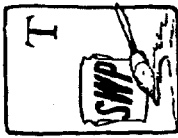
I. M. Benedict. 90 new agents.

Western Division.

R. H. Baum. 65 new agents.

New England Division.

Ralph F. Ketchum. 53 new agents.



Each letter of the first two words was painted on a "Cover the Earth" poster. The P. & A. building was decorated with Company flags and "Cover the Earth" signs.

Leaders in New S. W. P. Agents.

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Central Division,

I. M. Benedict. 90 new agents.

Western Division.

R. H. Baum. 65 new agents.

New England Division.

Ralph F. Ketchum. 53 new agents.

Managers Group

A very handsome sign advertising Metalastir, was displayed in the Convention hall, and evoked much favorable comment.

Luncheon was served the representatives in the factory dining room every day.

In addition to the general motto of the convention, each session had its own particular one, which was displayed upon an easel on the platform. Some of them read as follows:

Convince yourself, if you would know how to convince others.

Dig deep.

Nothing too hard. Believe in yourself and your goods.

He who knows the truth, can easily persuade others.

1903 to be the greatest year.

Faithful Service Recognized.

One of the pleasing, interesting and impressive incidents of convention week was the presentation of a gold watch to Mr. William Paulus of the shipping department to mark the completion of his twenty-fifth year with the Company. Good and faithful service are never passed unnoticed in the Company, and the honest work and integrity of Mr. Paulus through many years commanded appreciation. Mr. Paulus deserved the honor and the Company was proud to honor him.

Mr. Sherwin made the presentation in the convention room during Tuesday afternoon's session. Mr. Paulus was given a splendid reception.

In presenting the watch Mr. Sherwin said:

According to my record, you have been working for this Company since 1877. Twenty-five years, one quarter of a century, is a long time, particularly when we look forward to it. As we look back upon it, it has gone by pretty fast. You and I



Mr Wm. Paulus

have had pleasures and sorrows but the business has gone right on; the difference between twenty-five years ago and now, you can see about you today. The very fact that you have been so long with this Company is a guarantee that you have served it faithfully and well. Our Company appreciates those things very much indeed, and I want to say for them that we all appreciate good fellowship and a man who is always behaving himself and conducting his business the way you have done. We should like to make some recognition of your services, and on behalf of the Company I have something you may like to keep, perhaps as long as you live, something that may remind you of the fact I expressed just now, and as the time goes on and our time, yours and mine, grows shorter in life, we can have no better wish for you than that the hours will go slowly and that every one of them will be a golden one. Now whatever the intrinsic value of our little gift is, I assure you that it is nothing as compared with our good will.

Mr. Paulus expressed his sincere thanks for the token and was again heartily applauded.

The S. W. P. mascot that brought good luck to everything connected with this convention was a white bulldog owned by Mr. Carroll of The Cleveland Transfer Company. The letters, "S. W. P.," were painted on both sides of the dog and you may be

sure wherever it made its appearance it was the cause of much enthusiasm and comment. The dog was a central figure around the Hollenden Hotel. "There are two things in this world that never can be licked," so one of the representatives said, "S. W. P. and a bulldog."

On every side was heard the most enthusiastic expressions of confidence and the determination to go out and make 1903 in reality "the greatest ever." Every representative, we are sure, went away from the Convention more determined than ever to "make good."

During Convention week a huge electric sign, announcing that the Convention was on, was displayed over the entrance to the Hollenden Hotel. A reproduction of it is shown on another page.

At night when the sign was lit up, it could be seen for many blocks down the street. It was the best advertisement we could possibly have had. It was "the talk of the town."

Cleveland is a large city with hundreds of conventions each year, some of which are very large and imposing. The average convention, however, is lost and scarcely attracts attention. But The S. W. Convention,

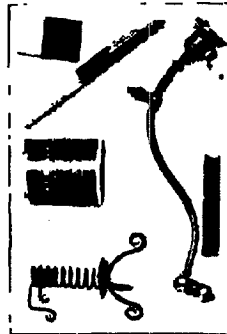
The new P. & A. and P. D. offices came in for their share of favorable comment during the inspection trip. With four big floors crowded to overflowing in all departments, the advertising unit of the business showed big improvements over a year ago.

How shall we accommodate the 23rd Annual? The seating space of the club room can't be stretched much farther.

The group of new salesmen shown on another page is evidence of the past year's growth and the Company's faith in the future. Twenty of the men in the group have gone out to cover entirely new territories, cut off from the old ones. The rest of the men fill vacancies that have been made during the year.

The regular Division and Department Notes have been crowded out this month on account of the large amount of convention material.

1903 TO BE THE GREATEST YEAR.



Display of art objects painted with Flat Black Finish

The Convention as Seen by the Representatives



THE success of the Convention was an ever recurring subject of conversation to the representatives. Its influence and results had exceeded expectations. Upon every occasion, when two or three representatives got together, such expressions would be heard as, "most enthusiastic," "greatest confidence," "best ever." They were so impressed by this year's meeting that they could speak of it only in superlatives.

In an attempt to obtain a more explicit expression on the influence and help of this Convention, brief interviews were had with several of the old representatives and those who were attending their first Convention, from each division.

It was a business meeting. Perfect harmony in the ideas regarding the policy of the Company.—*M. B. Roberts.*

The confidence and enthusiasm was impressive. The men meant what they said.—*Wm. M. Trippe.*

It was the greatest help to me. Far exceeded my expectations. Learned many points about paint.—*F. O. Bristol.*

Greatest I ever attended. Do not see how any man could leave other than enthusiastic. It certainly aroused my utmost enthusiasm, and makes me feel that I am fortunate to be connected with such a great organization.—*C. W. Blodgett.*

Never had a better convention.—*A. W. Ballard.*

The best I have ever attended. Conducted on purely business-like lines. Perfect attention. I was particularly impressed with the Promoting Department work.—*M. B. Millsbaugh.*

The convention had a swing and go to it that previous ones lacked. There was no time wasted. Every session was marked by good feeling. Every one had absolute confidence.—*E. T. Parsons.*

Feel in better shape to sell goods. It was a business meeting. Have been in paint business eleven years but I learned a great deal at my first convention.—*G. E. Wise.*

Perfect attention given to business. Remarkable enthusiasm throughout.—*H. T. Sheldon.*

It's the best we've ever held. Deeper interest shown than at any other I've attended. There was less tedious work and it proved more interesting to every one.—*F. C. Harris.*

More enthusiasm, less friction than ever

before. I was particularly struck by the fact that we had practically no complaints. Our products are as near perfection as possible; the representatives are better informed, and have more assurance, nowadays, and are able to investigate and deal with complaints themselves. The convention had a splendid influence. I never attended one before where the good influence was so apparent.—*F. B. Hare.*

Fully 50 per cent. better than ever before in attention, enthusiasm, and general good feeling. Less tardiness at roll call than ever before. The grandest since I came with the company. In a word, "the best ever."—*E. S. Donnelly.*

Surpassed my most sanguine expectations. It made a wonderful impression upon a new man. The enthusiasm and confidence were contagious.—*T. Patterson.*

Best ever. Received more information than at any previous convention. Wonderful enthusiasm.—*R. Vincent.*

Beyond my expectations. Have learned more than I could in a year in any other way.—*J. E. Auger.*

Got more meat out of this convention than the previous ones I attended. Received more knowledge which I can put into use. I was particularly impressed by the promoting features for the coming year. They are complete.—*W. S. Fallis.*

Never thought the convention would be so helpful.—*D. G. White.*

I have attended all the conventions and I believe that this one was the greatest in size, the most businesslike, and the most instructive. It could not fail to be beneficial to the young representatives and it gave the old men new vim and courage to go after business.—*D. E. Fisher.*