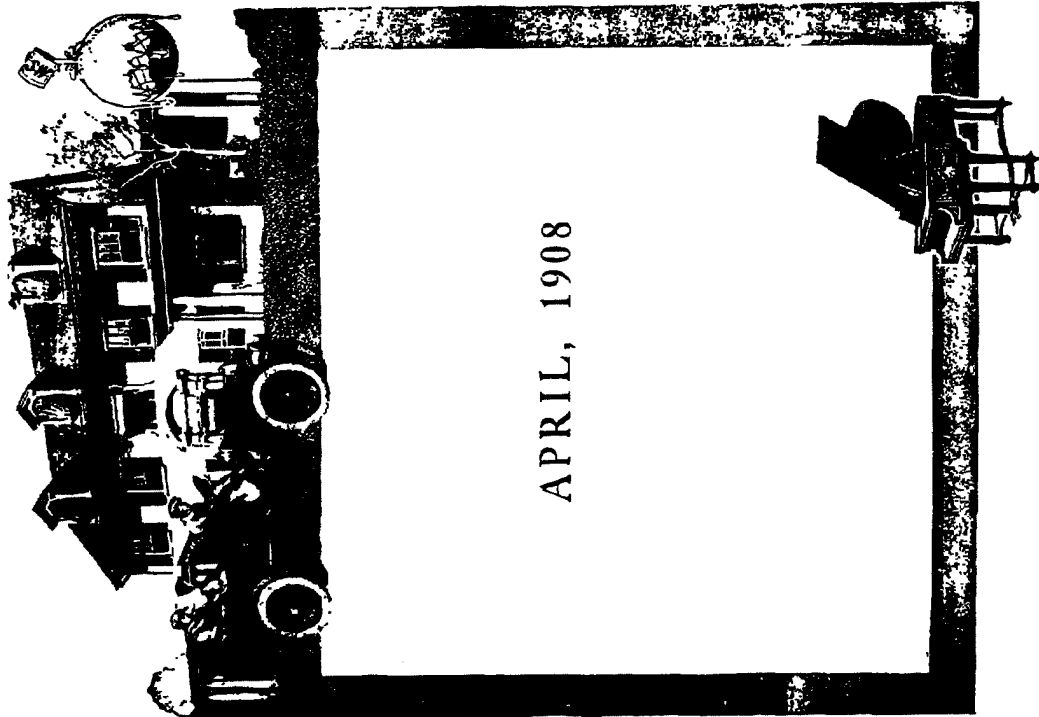


The Chameleon

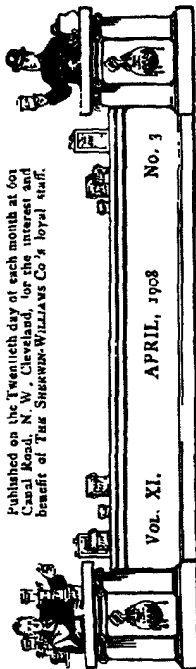


I work in the factory,
So take it from me—
There's no paint that's better
Than S. W. P.



The Chameleon.

Published on the Twentieth day of each month at 601
Casal Road, N. W., Cleveland, for the interest and
benefit of THE SHERRIN-WILLIAMS Co.'s loyal staff.



MEDIOCRITY.

I isn't often that I use large or unusual words, as I am a great believer in the short, simple ones. They seem to me to express in the clearest and most forcible manner the thoughts we wish to give utterance to. However, I don't know of any other word that defines so well what I want to write about as the one that stands at the head of this article.

Mediocrity means a middle state or degree. It means average, or a little less than average. A mediocre person is one of moderate capacity or ability—of little note or repute.



The greatest stumbling block to development of capacity and ability is the contentment of men and women with mediocrity. They are satisfied if they reach average conditions. They're not willing to put forth that extra effort necessary to pull away from the crowd—to rise above the average. They become tired of the struggle and cry out pitifully, "What's the use? What's the good? I'm not going to kill myself trying to get ahead further—I'm doing well enough!"

Poor souls! They fail to realize that the only real satisfaction in life is growth and progress; that the whole purpose of life is self-development; that when we give up the struggle we invite decay. We deceive ourselves if we imagine happiness is to be found in ease or comfort or idleness. It lies in the desire and effort for improvement—in equipping ourselves for bigger and greater things.

When I speak of growth and development, I do not mean simply material advancement, making of more dollars, or acquiring of more fame. I mean the development of *all* our powers; I mean the making of a career; the building of a personality. These are the only things worthy of our finest efforts. No, my friends, mediocrity won't do. It falls short. It fails to satisfy. Reach out! Strike high! Strike for *supremacy*!

I am glad to think our Company is not in the mediocre class. I am glad we have been equal to the task of pulling away from the crowd. We enjoy the topmost place in our line, but we have no right to be satisfied, for, after all, compared with the great corporations at the head of other industries, such as steel, or transportation, or sugar, or tobacco, our achievements are comparatively small.

I have always had unlimited faith in the paint and varnish business.

There is no reason why we should not develop it into one of the very greatest industries of the country. We shouldn't be satisfied until we do. The field is open. The possibilities are vast. It's entirely a matter of intelligent, persistent work, efficiently organized and directed. It depends upon ourselves, and by far the most important element in our work is to keep alive in our organization the spirit of development, progress and improvement, and to stamp out *self-satisfaction*. As long as we grow *better* we will become *greater*. Let merit in all things be the guide of our ambition and there will be no danger of our becoming satisfied with mediocrity in anything. I can't imagine an out and out, genuine Sherwin-Williams man with ambition so limited that he would be satisfied with mere mediocrity. Can you?

John A. Schaper
Pres. & Gen'l Mgr.

Working for a Common Cause.

BY MR. ALEX. SCLATER, GEN'L DISTRICT MGR.

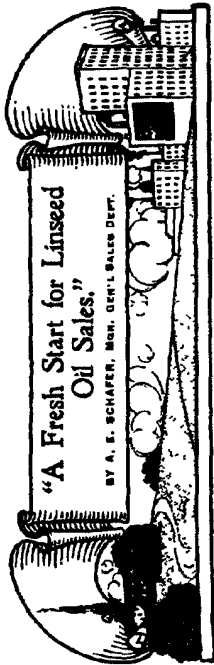
HERE is no limit to what may be accomplished by a number working for a common cause wherever the affairs of men are concerned. Two can accomplish more than one if they are agreed and persistently working a good plan with definite aim. Show me two strong men working in this way and I will show you a success. There must be, however, something worth fighting for in the cause, in the aim and in the plan to bring men properly together and call forth their mettle.



We believe the common cause for which this Company is working is a worthy one. We believe our aims and plans are well worth working out, and I often think if it were possible to get everyone within our ranks well acquainted with our aims and plans and then all together work for the common cause, what results would be registered day by day and month by month! Higher and higher our ambition would go—nothing could hold us back.

Do your ideas differ from the general plans to which we are working? Have you a good reason for the difference? Then put it up to the Company—give us the benefit of your ideas; but in the meantime push to the limit the ideas of the Company as to how work should be done both in the office and on the road. All working with one idea as to what we wish to do will accomplish results and put us each day farther in the lead.

Now, all together, for the Common Cause.



WANTED—A fresh start in the sale of linseed oil. Apply at once for full particulars to your division manager.



OPPORTUNITY has been taken lately by Messrs. Cottingham, Martin and Newton, as well as the writer, to call attention to our unequalled facilities for distributing pure raw, boiled and medicinal linseed oil to the trade, but to a great extent the good seed seems to have fallen on stony ground. What we are looking for now is a fresh start.

Have you thought of the fertile field before each one of the salesmen whose division warehouse carries linseed oil?—how, if the prospects were only half worked, we would be getting at least ten barrels per week per man for a starter and that the superior quality of our oil would soon make sufficient demand to necessitate not only running present equipment to its full capacity, but also increasing our facilities?

Has it occurred to you that there is no entering wedge so effective as that of a staple market commodity of universal consumption?

Have you foreseen what an opportunity you are given for soliciting, without prejudice to your present trade, practically every paint dealer and master painter of repute on your territory, and how such a widened acquaintance should help you greatly to better know the paint situation on your territories and promptly tend to an increased output?

Have you measured in your mind the added prestige to the name and reputation of The Sherwin-Williams Co. which will surely come from the sale of their superior quality of linseed oil among practical and intelligent paint consumers?

These are only a few hints as to the benefits that will come to you directly.

In addition to this you should not forget that inasmuch as the Company must maintain equipment and has a certain fixed charge in the production of oil, the greater the output the smaller the percentage of fixed expense. This means a more favorable cost for oil, which in turn puts you ultimately in a more favorable position with regard to cost and selling price on our entire line.

In addition to these advantages, consider the fact that the Company can make a small profit per barrel on all oil you sell at the present market price in one to five-barrel lots.

You should recognize your obligation by starting at once—*now*—to solicit the trade at every opportunity.

On account of its staple character, the sale of oil is very easy and requires little extra time spent in a town. On account, however, of it being staple and the price so well known, there is often an attempt on the part of the buyer to shade the market price. The wise salesman will as usual bear much but believe only what investigation proves or good judgment dictates.

Above all, on a product like linseed oil he will confine himself strictly to the price, terms and conditions as outlined by his managers with absolutely no deviation, except it should be to refuse to sell at a low price should he hear that the market is advancing. In such case he will get into touch with the house promptly.

We shall keep a close eye from this time forward on the various divisions which have oil to sell, and the salesman who has not been selling his quota is asked to take a fresh start now.

Mr. Benedict Appointed Supervisor.

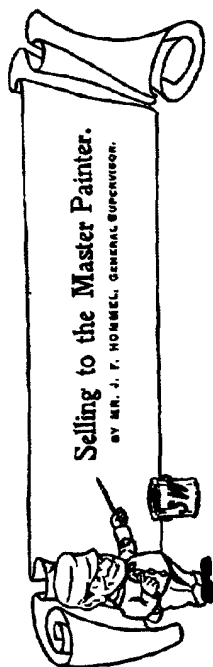


THE appointment of Mr. L. M. Benedict as General Supervisor of Central District, effective early in March last, is the result of conscientious and effective work. Mr. Benedict has been with this Company approximately seven years, on Territory No. 4, Western Pennsylvania and West Virginia. In his first year he led the entire Company in new agents, securing 100 in that time, and by landing four in one day established a record. He has held numerous Top-Notcher records and in many ways merited his promotion. In his new capacity Mr.

Mr. L. M. Benedict will have enlarged scope for distinction, and The General Supervisor CHAMELEON bespeaks every success for him to this end.

The Advice That Mr. Morgan Got.

IT has been said that the father of J. P. Morgan once said to him, "The pessimists may win for a time, but in the long run the growth of the country will always beat them."



HERE is probably no single phase of the sales end of this Company's business today which has a more direct or important bearing upon the future than the master painter and architect.

Representatives have heard much and have read much, in late years, about the painter and architect, because this Company as well as our competitors have foreseen the change in the retail paint field which is now and has for some time been taking place.

The painter is gradually but surely eliminating himself as a factor in the retail paint situation as we have known it in the past, and no longer looks to the local paint agent or dealer to supply him at retail prices with necessary materials and supplies, but is buying more largely each year direct from manufacturers and jobbers, so that he represents a distinct, independent field for development, and wise manufacturers are fully alive to these new conditions and are cultivating him.

Several things have contributed to this change. Manufacturers who were unsuccessful in placing their lines with the dealer have gone directly to the painter for orders and, in cases where his financial responsibility seemed limited, made sales at prices which provided for a certain percentage of losses.

Another cause was probably the feeling that retailers oftentimes were exacting excessive prices for such lines as varnishes, stains and sundry lines, and in many cases refusing to carry specialties which the painter required, which compelled him to resort to "mail order" houses and other sources for such items; hence he welcomed the opportunity to obtain direct, through legitimate channels, all his materials, and, recognizing the necessity of a commercial rating to enable the opening of accounts, the painter is wisely providing for this latter contingency. There are, however, a considerable number who are still in the "itinerant class," so to speak, particularly in the very small towns, but who are ambitious to buy direct and thus become independent of the local dealer and paint "agent." In very many cases these painters are opening small stores and are handling regular lines, and are doing a retail business as well as handling their own materials. All these painters are using more or less of such products as we manufacture, and when a representative finds his agent in any town doing only a third rate business, or who refuses to sell the painter because he considers him financially irresponsible, the representative who is awake to his own and this Company's best interests will secure an interview with every painter in such towns, and he will very likely be as much surprised

as the writer has frequently been to discover among them men who often purchase for their individual consumption more goods in our line than the agent's entire business with us, and he will also very likely find other dealers or jobbers in such towns who would gladly accept orders from these painters.

A case of this character was cited at the November Convention when the writer, in company with a representative, visited a city of ten thousand population, and, being desirous of increasing varnish sales with our agent, we asked for a list of all painters whom he would like to have us see. He informed us somewhat emphatically that he would not trust a painter in the city for a dollar and did not care for that class of business at all. We then proceeded to investigate the painter situation on our own hook and, it's true, found there were a dozen or more whom no one cared to do business with except on a C. O. D. basis; but we also found several good solid painters whom we sold—one of the firms buys from \$1,500 to \$2,000 annually—and while we were primarily exploiting our M. P. Varnish line we also sold them 150 lbs. 1st Quality and quite an assortment of other goods, and they actually thanked us for calling on them and giving them an opportunity to buy from a high class concern, gladly gave us a financial statement, and our Accounts Department passed the order for direct shipment. But for the fact that they had just placed an order for 75 gallons of varnish we would have sold them more than we did. We will get all their future business. The others sold were turned through a local W. P. & P. store, who gladly gave us an additional order on the basis of two for one. Our representative had honestly believed there were no painters in that city whom he could afford to call upon because of the attitude of his agent. We also called upon an architect who, after hearing our flax-linseed oil talk in its relation to our varnishes, erased the name of a prominent varnish competitor from specifications he was then writing for a \$6,000 residence and substituted Durable Wood Finish, Interior, Mar-not and other items which have escaped me for the time. This occurred on a territory covered by a thoroughly conscientious salesman who told me he did not have a master painter in his territory, but after spending a week with him he said each of them from one to ten cases of varnish during the coming year. This leads me to suggest that there are possibly other representatives who may be confused about our designation, "master painter," and I might state that we recognize all *employing contract painters* as master painters.

Our plans for caring for all of this class of business were fully explained at our late convention and I hope all representatives who have been neglecting the painters and architects, feeling possibly that they were unproductive, will take the writer's word for it and get in touch with them at the earliest possible opportunity. Combined, they offer a prolific field for development and will be found to supply an important outlet for our trade sales and master painter lines.

The good, loyal representatives who heard at Chicago what a good many territories are showing as a result of closer work among painters, will

undoubtedly personally interview every painter in their territories on their first trip. Competitors are already in the field soliciting this business.

The salesman who accepts an offer from a manufacturer or jobber, agreeing to perform certain stipulated duties, which we will assume are the covering and developing of a stated territory, and who accepts an expensive salesman's equipment, a territorial list which has been prepared at greater or less sacrifice of valuable time, and accepts his employer's money for traveling expenses, and then refuses to do the work in the manner his employer wants it done, is scarcely entitled to the confidence and trust reposed in him, much less the higher designation which this Company is pleased to confer upon its salesmen, namely, *representatives*—and fortunately men of that character seldom find their way into our ranks, and when they do it is usually for only a short period; they find themselves in a strange atmosphere; they do not recognize the spirit of co-operation which permeates our entire organization and radiates to every employee in the Company to a much greater degree than is found in any other industrial concern in the world.

The salesman in whom the "Sherwin-Williams spirit" has found lodgment gives the Company the same co-operation which is so freely extended to him and succeeds and grows in the Company's councils and confidence. There are two ways of handling a territory—"working it" and "covering it." We want the territories *worked*.

The architect represents a distinct phase of the business, differing in many essentials from the painter but of equal importance to us, and I will treat that subject in a subsequent issue of THE CHAMELEON.

Prompt and Efficient Action Given Suggestion Blanks.

WE take this opportunity of thanking the Managers and Representatives for the splendid assistance they are extending to the Advertising Department. The advertising suggestion blanks have practically all been returned to us containing frank criticism of our present methods and valuable suggestions for next year. The information which they contain is going to be of the greatest help to us in working out our 1909 campaign.

L. R. GREENE

Last Call for "E" Lists.

I behooves certain people to get extremely busy in the next few days. We are still some thousand "E" lists short and we will positively not handle any lists after May 1st, except from new agents. No agent can afford to pass up this Circular Calendar—it's too good a business puller. If you have the opportunity between now and May 1st to remind any delinquent agent of what he is missing by not having his lists in, please do so.



HE fight goes on with undiminished ardor, and we continue to gain ground, although we are compelled to contest every inch of it. It's a grand struggle, and it's a fine thing to see the temper and the mettle of the men who are engaged in it. We have had our competitions—top-notchers competitions and others—between districts, divisions, departments and territories, and these are still going on; but they are insignificant compared with this year's competition against conditions and the extraordinary difficulties they have brought about.

The competitions among ourselves, although always keen and interesting, have, as it were, for the time being, been lost sight of in our overwhelming, united desire to win out against the heavy odds of general depression opposed to us. We are on record as saying that, notwithstanding conditions, there would be more of the Sherwin-Williams products used this year than last. Between ourselves, this was a bigger contract than it appeared at the time, but we won't go back on it, and we'll make good. I'm banking, not on improved conditions, although these are in evidence; not even on our agents or our advertising, although I believe they will help. I'm banking on the *men* who marched forth on the 6th of January last with all the confidence and determination of veterans to do or die.

I have watched the fight monthly, weekly, daily; and never have I been so proud of our organization as now. I would not change my place as one of the leaders of this great army of hustlers for any I know of. The experience has been great, and no part of it would I cut out if I could. We just needed such conditions to round us out and save us from being spoiled by having things too easy.

Let me give you some of the fine results accomplished in March, and in doing so I wish to say that March last year was the top-notch month in our history up to that time; it was a stiff record to go against, but *in Trade Sales we beat it out*. As for Railway Sales—well, we can't report any improvement yet, and our railway generals are getting restless, and if there is not a change soon I think they'll be out after barn paint, or some other specialty used off the line of railroads. C. & M. is doing better, and in no department is the fight being waged more persistently and more aggressively.

The following districts show gains in Trade Sales for March: The Southwestern leads with 17.4 per cent. gain; Eastern District second, with 10.3 per cent. gain; New England Division 5.4 per cent. gain; Pacific Coast District 3.9 per cent. gain. The other districts were not far be-

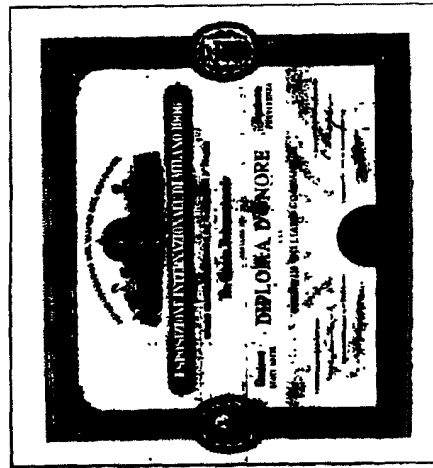
hind, and all made a grand struggle to reach last year's big record. The losses in Trade Sales for the month were as follows: Southern Pacific Division, 12.1 per cent.; Canadian District, 4 per cent.; Central District, 8.4 per cent.; Western District, 10.7 per cent.

The year to date figures are improving, and in Trade Sales for the entire business in the United States we are only 8.7 per cent. behind last year, and by June first we expect to turn the corner—if not before. Things are picking up in Canada, and with the sales of the new lined oil department they are ahead of last year. April was another top-notch month last year, but that does not faze us, as full steam is up in all divisions and departments, and the hard work of the winter is now beginning to tell. Watch the honor roll and see it swell.

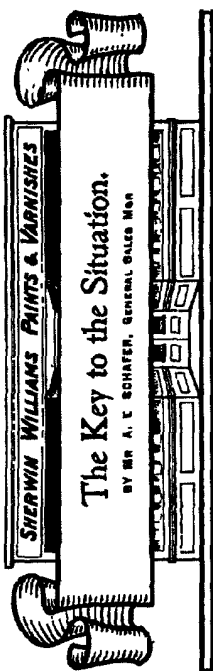
Accept our thanks, our congratulations and our best wishes.

John H. Williams

Vice Pres. & Gen'l Mgr.



Diploma and Bronze Medal (obverse and reverse) Awarded to The Sherwin-Williams Co. by the Milan Exposition of 1906 for Industrial Betterment Work. Though Notice of the Award was Received Some Time Ago, the Diploma and Medal Only Arrived in Time to be Reproduced in this issue of The Chameleon.



SHERWIN WILLIAMS PAINTS & VARNISHES

The Key to the Situation.

BY MR. A. E. SCHAFER, GENERAL SALES MAN



ALL territories have now been practically covered and all accounts of any importance we hope have been seen. This, then, should be a good time for everyone to go carefully over their territorial lists, town by town and name by name, and discover what it was that has kept and is still keeping us from making the outlet put we are entitled to in numerous places. Don't make this examination superficially or with a desire to excuse yourself, or any condition we might justly be responsible for, but go into it deeply, thoughtfully and with a purpose to know *why* and take advantage of any point such investigation may develop.

Lack or loss of business may result from so many causes that it sometimes takes careful analysis to determine what is to blame. The following are some of the causes outside of lack of work, and in view of what has been accomplished, we are not disposed to accuse many of the staff of this latter failing:

Traveling in a rut. Passing up possibilities. Too much haste to get to next town. Improper presentation of any line. Fear to tackle a new line on account of limited knowledge. Inadequate work in rounding up a proposition. Lack of detail work among architects and master painters—the latter two will in a great many cases prove to be the key to the situation and are the source that must be looked to and cultivated to afford an outlet for our goods from the dealer. I never go into the vault of a big bank and note the little key that controls the throwing of the big bolts in the safety doors but that I think of the simple and seemingly inconsequential things, in a comparative way, that have so much to do with results.

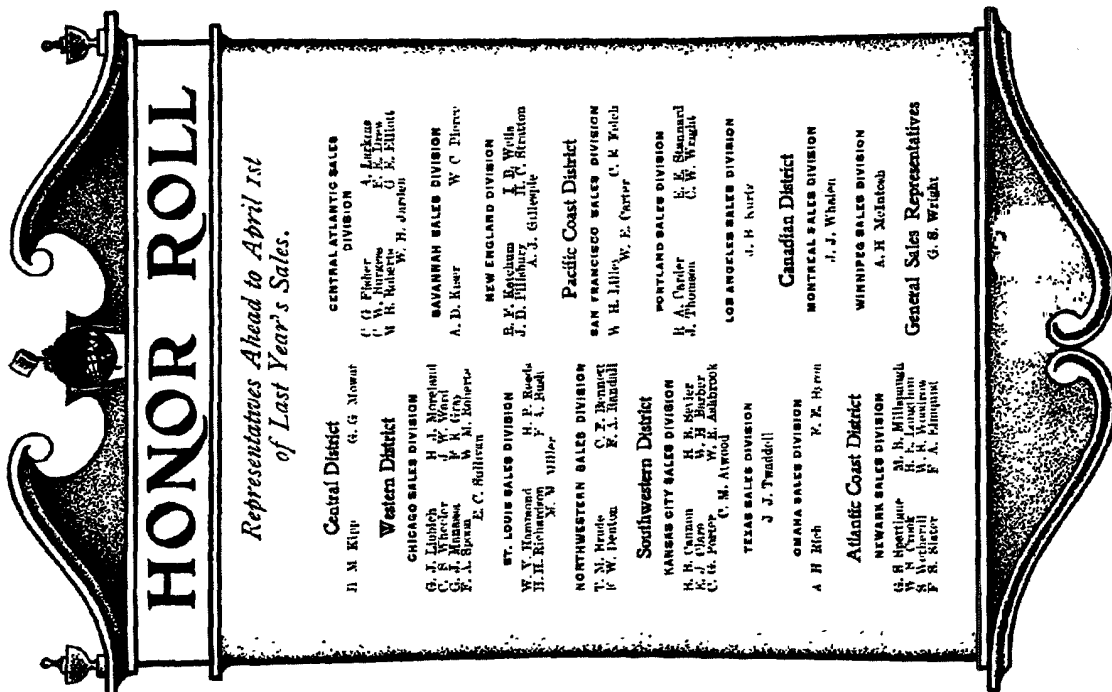
It is those controlling keys that the wise salesman is always looking for—and getting possession of, by the way—while his less intelligent competitor uses up his strength and time trying to batter down the doors before him.

Recourse to our records show vastly fewer calls and less regularity in calling on master painters and architects, especially in the good sized towns and cities, than in almost any other part of our work. Now is the time when our goods should be rapidly moving off the dealers' shelves, and now, *today*, is the time to be doing the work that will insure that to the greatest extent. This enables good repeat orders from the trade.

Are you doing that work? If not, don't delay—get interested—get busy. This may be our particular avenue for greater success.

We want a strong pull in that direction for the next 60 days at least.

We are watching *your* results.



HONOR ROLL

*Representatives Ahead to April 1st
of Last Year's Sales.*

Central District D. M. Kipp G. G. Nowar	Central Atlantic Sales Division C. G. Fisher A. Jackson C. W. Johnson E. K. Jones W. H. Roberts W. H. J. Jones
Western District CHICAGO SALES DIVISION C. J. Elsie H. J. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters	SAVANNAH SALES DIVISION A. D. Kiser W. C. Thayer
ST. LOUIS SALES DIVISION W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters	NEW ENGLAND DIVISION B. K. Ketchum I. B. Wells J. D. Phillips A. J. Gillette
NORTHWESTERN SALES DIVISION T. M. Hendle C. J. Bennett F. A. Randall W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters	Pacific Coast District SAN FRANCISCO SALES DIVISION W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters
Southwestern District KANSAS CITY SALES DIVISION H. J. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters	PORTLAND SALES DIVISION H. J. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters
TEXAS SALES DIVISION J. J. Twiddle	LOS ANGELES SALES DIVISION J. H. Kury
OHIO SALES DIVISION A. H. Rich P. E. Hym	Canadian District MONTREAL SALES DIVISION J. J. Whelan
Atlantic Coast District NEWARK SALES DIVISION G. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters C. J. Winters W. H. Winters	WINNIPEG SALES DIVISION A. H. McIntosh

General Sales Representatives
G. S. Wright

Top-Notcher Record for the First Quarter.

THE standing to December 1st of the Managers and Representatives in the Top-Notcher competition is given below. As this is for the first quarter only it is not significant of the final results, but we would caution those not appearing on this list not to allow the leaders to forge too far ahead not count too much on that spurt at the half or the finish. This information was not available for the February CHAMELEON and, as the March issue was omitted, we are taking this, the first opportunity to print it. We will show in the next issue of CHAMELEON results for the second quarter.

1907-1908 Competition. Standing December 1st, 1907.

Top-Notcher District Managers.
Mr. L. W. Whitcomb, Pacific Coast Dist.
Mr. S. W. Smith, San Francisco Sales Div.
Mr. W. V. Hammond, St. Louis Sales Div.
Mr. W. J. Lawrence, Newark Factory, T. N.
Mr. J. A. Rowman, Eastern District.
Top-Notcher Promoting Dept. Manager.
Mr. J. A. Rowman, Eastern District.

General Standing Managers' Top-Notcher Competition. December 1st, 1907.

DISTRICT. **DISTRICT MANAGER.** **PLACE.**
Pacific Coast, Mr. L. W. Whitcomb, 1
Atlantic Coast, Mr. H. D. Whittelsey, 2
Southwestern, Mr. A. D. Joyce, T. N. 2
Middle West, Mr. F. F. Myers, 4
Canadian, Mr. C. C. Bellamy, 5
DIVISION. **DIVISION MANAGER.** **PLACE.**
San Francisco, Mr. S. W. Smith, 1
Los Angeles, Mr. E. A. Bradley, T. N. 2
Savannah, Mr. W. H. Forman, 3
Central Atlantic, Mr. C. P. Jarlan, T. N. 4
Kansas City, Mr. F. W. Gable, T. N. 5

Top-Notcher Travelling Representatives. December 1st, 1907.

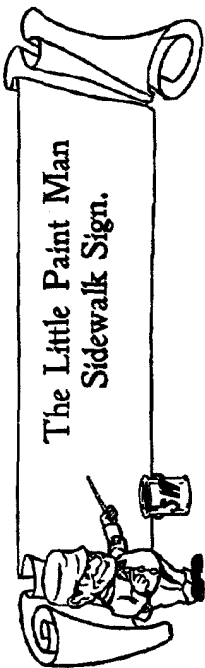
TRADE SALES DEPARTMENT.
Central District.
1—B. I. Reynolds,
2—H. M. Kipp,
3—H. C. Jacobs,
Middle West District,
1—W. V. Hammond,
2—H. P. Long,
3—H. P. Long,
Southern District,
1—E. J. Chas.,
2—J. J. Twaddell, T. N.,
3—J. J. Twaddell, T. N.,
Central Pacific Division,
1—R. A. Carter,
2—W. H. Talley,
Southern Pacific Division,
1—S. G. Hanks,
2—S. G. Hanks,
New England Division,
1—A. J. Gillespie,
2—H. C. Joy

TRADE SALES DEPT. - CONT'D.

Atlantic Coast District.
1—A. D. Kiser, T. N.,
2—M. B. Roberts,
3—C. W. Wallace,
Canadian District.
1—J. E. Auger, T. N. 3,
2—J. E. Auger, T. N. 3,
3—C. A. Thomas, T. N. 3

LANGUAGE & MANUFACTURING SALES DEPT.

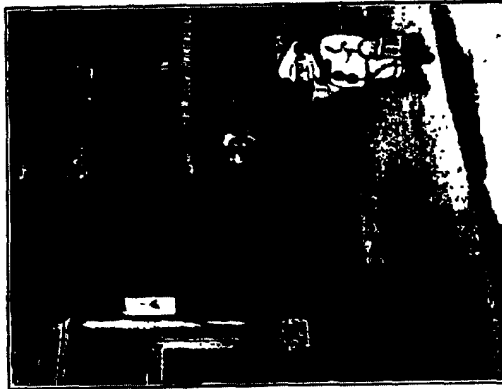
1—E. E. Drew, T. N., Central Atlantic Sales Division,
2—W. H. Talley, Newark Sales Division,
3—B. M. McDade, Newark Sales Dept.
4—L. R. Rogers, Newark Sales Division.
RAILWAY SALES DEPARTMENT.
1—E. M. Richardson, T. N. 3,
2—F. A. Elmquist.



IN the last issue of THE CHAMELEON, S. W. P. we drew particular attention to the Little Paint Man sidewalk sign, gave sectional cuts thereof and full description. We also offered to give blue prints of same to any agent who would apply for them.

To date we have sent over 60 sets of these blue prints and requests are still coming in. This seems to prove that this feature has appealed to our agents to an unusual degree. We are not furnishing these signs free, simply the blue prints and directions for making. The cost of construction varies from four to six dollars. But the advertising effect both for our agents and ourselves is good. Representatives

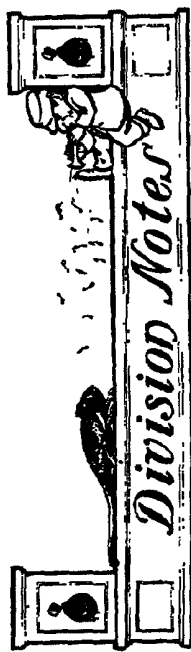
should bring the matter directly to the attention of their agents and endeavor to have them order blue prints. Mr. J. W. Benson, Superintendent Ontario Depot at Toronto, has paid special attention to pushing this feature, with very great success. In Toronto alone, at the present time there are at least ten of these signs pointing to our different agencies. The accompanying engraving shows the sign before Mr. Jas. W. Paton's store, Toronto, and gives a good idea of the conspicuous and attractive appearance it makes. A good idea is to constantly keep changing his costume so as to keep him from becoming a fixture in the landscape.



The Little Paint Man on Duty.

EVERY good and commanding movement in the annals of the world is the triumph of enthusiasm. Nothing great was ever accomplished without it.

—RALPH WALDO EMERSON.



Cleveland Sales Division.

That it pays to follow up inquiries started by the Promoting Department was proved by Mr. B. L. Reynolds, who in one month secured four splendid new agencies out of seven in Virginia and Tennessee and has good prospects of landing two more. This is very commendable work and we hope that the other representatives will take the cue.

In landing new accounts Mr. Geo. Mowat certainly has the record. Since he took up the C. & M. work in Pittsburg, February 1st, thirty-five new accounts have been put to his credit. This is an exceptional record and should be an inspiration to our other salesmen. The manner in which Mr. Mowat reports on his different prospects is a revelation to the Promoting Department. He covers the ground very thoroughly and advises us specifically how to promote the prospect.

Mr. G. E. Branham in Detroit is also making a splendid record for himself and has landed some large new accounts.

Our new supervisor, Mr. I. M. Benedict, is now making his influence felt and on a recent visit in Buffalo assisted our representative in that city to secure three new agency orders.

Mr. Brice Ketchum, formerly connected with the Advertising Department, is now representing us in Kentucky.

The number of specifications that Mr. Gill has received from architects in Cleveland causes us to urge our representatives to make a greater effort in calling on this class of trade. While architectural work does not as a rule show direct results, still, if carefully followed up, will make a nice increase in your sales at the end of the year.

We are glad to report that Mr. O. A. Austin, who formerly had charge of a territory in Kentucky, is again with us, working western Pennsylvania.

Another addition to our sales force is Mr. Earl Hess, who is calling on the dealers trade in Cleveland. Mr. Parr, who has been ill for the past few weeks, will call on the painters in Cleveland and other nearby cities exclusively.

Kansas City Sales Division.

Our district manager, Mr. A. D. Joyce, has been absent in old Mexico during the past three weeks and, just to show everyone how it was done, made a record-breaking business haul.

During the past week we have had the pleasure of visiting quite a good many of our agents, and they are so enthusiastic over the outlook that business is sure to beat the good figures of last year.

The Kansas City Division has a "down-hill drag" on business now. We are making new gains and bigger gains every day. We are after the trophy. Others will have to "slide step" for us.

San Francisco Sales Division.

We are glad to welcome Mr. Wolcott on his return from Honolulu, from whence he arrived April 3rd, after a very satisfactory and pleasant trip. A new agency at Hilo, placed with the Hilo Mercantile Co., gives us the best representation for that island. With our large agency at Honolulu, Messrs. E. O. Hall & Sons, actively pushing our products at that point, we now have the island territory in exceptionally good shape.

Mr. Lilley has just disappeared into the Modoc district in Northeastern California on a drive of 150 miles and expects to emerge with a string of new agencies. At last accounts he was crossing the divide into Bear Valley on horseback with a pack mule carrying his outfit, the deep snow preventing the stage from going through. (N. B.—We have all kinds of climate in California.)

Just two years previous to the time THE CHAMELEON goes to press San Francisco was a raging mass of flames. Today the marks of the disaster are nearly wiped out, and in a very short time the stranger and the oldest inhabitant alike will have to look closely to notice any evidence of that memorable day. Although tall yet handsome buildings obscure the skyline, it will not be a very long time before San Francisco is one of the best cities in the United States.

The great American squadron is soon to start on its way to the harbor of San Francisco. It has successfully demonstrated the supremacy of American ability, and the entire city is preparing to extend the heartiest welcome in its power. Keep your eye on the Pacific coast. The biggest ever will be affiliated with the best ever. It works both ways.

Everybody has heard of Rawhide, Nevada, the new gold camp. The town is new but it would not be complete unless it could boast of an S. W. P. agency. This has been accomplished and through the efforts of our Mr. R. B. Rankin we landed a splendid order. While Mr. Rankin is a new salesman with us, we can give him no better introduction to the staff than to mention his good work in this connection. It's an example some of the older men can well emulate.

California is having some glorious weather. In other words, make hay while the sun shines.

SALES DEPARTMENT NOTES.

We regret that it is neither a very long or representative list of commission reports we have to offer CHAMELEON readers this month. Below are given the standing of five divisions to April 1st, 1908, these being the only divisions from which reports were received in time for publication:

Leaders in New S. W. P. Agents.

Northwestern Sales Division, 1st—T. M. Brude,	73
and—C. F. Bennett,	77
Central District, 1st—J. M. Benedict,	79
and—J. H. Callahan,	80
and—J. C. Jacobs,	81
Central Pacific Division, 1st—W. H. Lilley,	72
and—C. F. Christensen,	77
New England Division, 1st—H. W. Putnam,	8
and—H. C. Straton,	7
Los Angeles Sales Division, 1st—S. G. Harbes,	5
and—J. B. Kurtz,	5

Leaders in New Dealers.

Central District, 1st—H. M. Kipp,	59
and—W. V. Clue,	88
Northwestern Sales Division, 1st—C. F. Bennett,	38
and—J. O. Mennard,	26
and—F. A. Randall,	25
New England Division, 1st—J. H. W. Putnam,	17
and—J. R. Wells,	16
Central Pacific Division, 1st—L. H. Murphy,	12
and—W. H. Lilley,	10
Los Angeles Sales Division, 1st—Geo. W. Burrell,	7
and—G. E. Wise,	8

Leaders in Other New Accounts.

Central District, 1st—John I. Gill,	67
and—H. M. Kipp,	47
New England Division, 1st—A. J. Clapp,	47
and—J. D. Pillsbury,	38
Los Angeles Sales Division, 1st—J. O. Knighten,	26
and—G. E. Wise,	72
Central Pacific Division, 1st—J. T. Smith,	21
and—C. E. Welch,	78
Northwestern Sales Division, 1st—W. F. Comstock,	14
and—T. M. Brude,	77

Leaders in Total New Agents, New Dealers and Other New Accounts.

Central District, 1st—H. M. Kipp,	710
and—J. M. Benedict,	73
New England Division, 1st—J. D. Pillsbury,	67
and—A. J. Clapp,	66
Northwestern Sales Division, 1st—C. F. Bennett,	50
and—T. M. Brude,	47
Central Pacific Division, 1st—J. Thompson,	28
and—W. H. Lilley,	26
Los Angeles Sales Division, 1st—J. O. Knighten,	28
and—G. E. Wise,	20

Leaders in Floor Finishes.

Los Angeles Sales Division, 1st—G. E. Wise,	
and—G. W. Burrell,	
Central Pacific Division, 1st—R. A. Carder,	
and—W. H. Lilley,	
New England Division, 1st—H. W. Putnam,	
and—A. J. Horton,	
Central District, 1st—H. M. Kipp,	
and—D. E. Fisher,	
Leaders in Shelf Goods Sales, Central District, 1st—H. M. Kipp,	
and—D. E. Fisher,	
Los Angeles Sales Division, 1st—G. E. Wise,	
and—Geo. W. Burrell,	
New England Division, 1st—A. J. Horton,	
and—R. F. Ketchum,	
Central Pacific Division, 1st—R. A. Carder,	
and—C. E. Welch,	