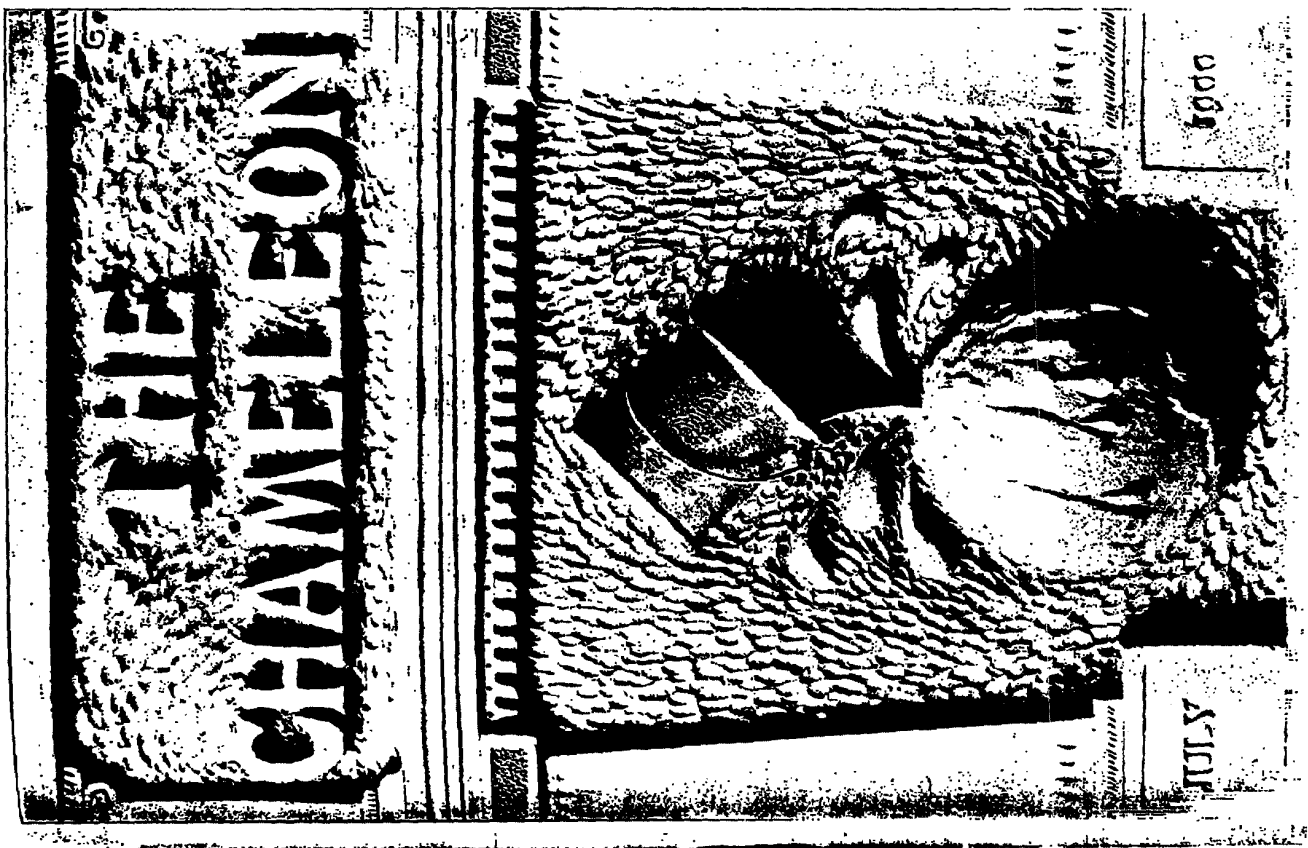




MAY 1900
BEATS APRIL AND NOW
HOLDS THE RECORD FOR
THE LARGEST MONTH'S
BUSINESS IN THE HISTORY
OF THE COMPANY. . . .

The Chameleon.

Published on the Fifteenth day of each month by
THE SHERWIN-WILLIAMS PRESS, 31 Michigan St.,
Cleveland, for the interest and benefit of
THE SHERWIN-WILLIAMS CO.'S loyal staff.

VOL. III.

JULY, 1900.

No. 7

ADVERTISING SUGGESTIONS FOR 1901.

IN behalf of the management I want to thank most heartily all those who made suggestions for 1901 advertising.

The reports received this year were more numerous and fuller than those of any previous year. It is very evident that many of those who sent in reports spent considerable time and much hard thought on the subject, and I can assure such that their efforts have been very fully appreciated. I hope they will continue to give careful attention to and study thoroughly this important side of our business. It'll pay every one to do so. To be proficient in the art of advertising will help every man a long way to success in business. Advertising is not a "fake," as so many people wrongly imagine. It's a serious business. It's a most difficult problem that requires the highest talents to successfully solve, and we want all the help we can get.

In addition to the suggestions for advertising, the suggestion blanks sent in, revealed many interesting, encouraging and helpful points. Even when no new suggestions are made we get benefit from an intelligently filled report, which contains information of the goods and our methods.

The comments on goods were of the most favorable nature, which is very gratifying evidence that our reputation for high quality is not only being maintained, but enhanced. This is what we are constantly striving for and no opportunity is lost where we can make still further improvements.

We have also been greatly braced up by the encouraging reports regarding good results obtained from the Promoting Department, Window Dressing, "The S. W. P." and THE CHAMELEON. All of these features require a great deal of hard work and much hard thinking to work them out successfully, and now that we know from your hearty commendations they are accomplishing their purposes, we will push them along with fresh vim and vigor.

In our prize competition another year I think we ought to offer a prize for the best general report—the most complete and intelligently filled blanks. I am sorry we did not have such a prize this year, for there were many reports deserving of consideration for such special distinction.

Our advertising meeting was as usual very interesting and the work of preparing for next year is now under way. We are planning to be ready *early* with a good supply of all matter, for the campaign of 1901 must be the liveliest of them all.



General Manager.

The June Meeting.

THIS year's Advertising Meeting accomplished its work in two day sessions, on June fourteenth and fifteenth, and a night session on the fifteenth. The entire list of advertising and products received careful consideration, and the plans developed for our next campaign include much that is new and promising.

Those in attendance at the meeting were, Messrs. E. P. Williams, Walter H. Cottingham, A. M. Parks, J. C. Beardslee, Edw. A. Wood, Geo. A. Martin, H. D. Whittlesey, C. C. Ballantyne, H. M. Gordon, E. M. Richardson, W. B. Albright, Thos. Nadell, F. M. Williams, C. F. Pratt, A. E. Schafer, Geo. W. Ford, B. C. Kelson, J. W. Ward and Harry Dwight Smith.

The suggestion blanks sent in by the representatives and others were all read as the various lines were taken up, after which the goods and advertising features were discussed by the meeting. Opinions expressed on the blanks were always given due weight in the decision of matters. The value of the representatives' aid in this respect was frequently demonstrated and it is certain that if more understood the importance attached to these suggestions and opinions there would, in general, be greater study and care in filling out the blank.

The advertising list for next year will be somewhat shorter than the present one, but in every respect we believe it will be better and more effective. There are a number of important changes in the way of improved designs, and there will be a good quantity of the "something new", that salesmen always like to show their old trade.

A liberal number of new lines of

goods was proposed and is now under consideration. In this respect the managers have acted with great discretion, and increased business and prestige are sure to result from the action taken.

The meeting was alive to the same spirit of expansion and progress that characterized the Convention of last November, and there seems to be a straightaway course ahead, along which we are bound to make a good record. Our start is better and swifter than ever before.

The managers held a three days meeting previous to the Advertising Meeting and accomplished a great amount of important work that will show itself in the campaign of next year and the remainder of this.

Business occupied the whole week and the customary entertainment at the end of the meeting had to be omitted.

It was a matter of universal regret at the meeting that we were deprived of the bracing presence and the counsel of our President, Mr. H. A. Sherwin. For the first time in many years his health would not permit his attendance, and expressions of our loss and most cordial sympathy with him were heard on every side. It was resolved that these assurances should be conveyed to him by special letter, with earnest hope for his speedy and complete recovery.

Those who quit their proper character to assume what does not belong to them are, for the greater part, ignorant both of the character they leave and the character they assume. —*Burke*.

Prize Winners for Advertising Suggestions.

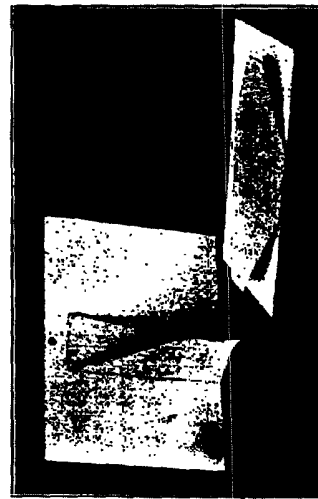
AS announced in the April CHAMELEON, three prizes were offered this year for the best three suggestions received from the advertising blanks. These prizes, twenty-five, fifteen and ten dollars in gold, were awarded as below:

For the last few years we have been trying to get a serviceable support, one that would hold firmly and last as long as the display card. Wood, wire and paste board devices of many descriptions have been tried, yet they were all unsatisfactory in one respect or another. Mr. Billau's "Twentieth Century Support," as he calls it, seems to fill the bill in every way, and we unhesitatingly awarded it the first prize.

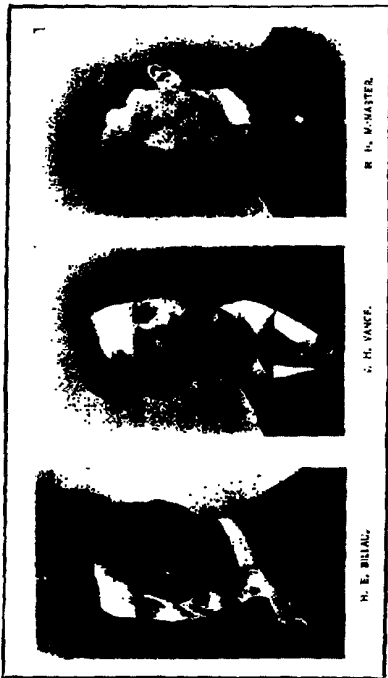
Mr. Vance's card for Floor Finishes is to embody Special Floor Paint, Porch Floor Paint, Varnish Stain, Durable Floor Varnish, Fillers and possibly Floor Wax, if it is decided to add it to our line. The exact style of this card has not been worked out, but it is the intention to make it as attractive and convenient as possible. The Floor Finishes will be given extra push and we believe that as a result of Mr. Vance's suggestion the sales in

Mr. Hillau's suggestion is the only one capable of being illustrated. It consists of a die-cut card, scored to fold as shown in the illustration, to be glued to the back of display cards such as the "I," "SO," etc. The idea is original with Mr. Hillau and

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Mr. Billau's "20th Century Support" for display cards that won first prize in the advertising suggestions for 1901.



H. E. BILLAU.

J. H. VANCE.

R. H. McMASTER.

all the lines represented will be largely increased.

"The suggestion from Mr. McMaster, that captured the third prize, is so obvious after once being pointed out, and so thoroughly practical and easy of execution that it seems strange no one ever suggested it before. It is just these seemingly simple things that are oftentimes overlooked, and it is such ideas as this that we want the suggestion blanks to bring out.

"The plan, in rough, is to send special instructions and helps to each agent when the notification of the mailing of his particular list of 'p's' is sent, suggesting vigorous advertising by him along other lines to supplement the work of the 'E'. Our suggestions will include an illustration of a window display, points on special X-ray electron for newspaper work at that time, and the outline of every possible means the agent can use to let people know where the paint-advertised in the 'E' is sold. We believe the effort will increase the value of the spring circular and show good results all round.

Mr. H. E. Billau, who won the first prize, came with the Company as

traveling salesman in September of 1887. He has always been in the Western Division, with headquarters at Chicago. At present his territory is number 36, covering about three-fourth of Illinois.

Mr. J. H. Vance, winner of the second prize, represents the Company on territory number 4, south-west Pennsylvania, south-east Ohio and part of West Virginia. He was given this territory when he came with the Company in 1894, and has traveled it continuously. Mr. Vance makes Pittsburg his headquarters.

Mr. R. H. McMaster, who carried the third prize into Canada, was engaged by the Canadian Division in November, 1897, as Junior Customs Clerk, and is at present in charge of Canada's Promoting Department, also acting as assistant to Mr. Ballantyne, manager of the Division. Mr. McMaster is not yet twenty years of age and takes a very keen and active interest in everything connected with The S-W Co.

These three gentlemen have the heartiest congratulations of their associates.

Nuggets from the Advertising Suggestion Blanks.

A CAREFUL reading of all the suggestion blanks sent in this year for the 1901 advertising would prove an inspiration and encouragement to anyone connected with the Company.

Many of the blanks were full of good, meaty sentences, a few of which have been picked out, to illustrate the general satisfaction that was expressed all along the line. Part of these are printed here and the balance will appear next month. If we attempted to print all the good things that were said it would require about ten such installments as this.

S. W. P.

"No complaint on S. W. P. Just keep it where it now is and there never will be a complaint."—Matt. M. Smith.

"I favor making S. W. P. always as good as possible. If raw material still remains at present prices *advance our prices*."—J. H. Vance.

"The goods are fine, the best on the market. This is no jolly."—J. R. Fisher.

"I wish to offer my congratulations by saying that no comment is offered but of praise."—L. C. Wehler.

"Very much all right. Have had only one complaint this year."—W. W. Walton.

"Our sales in this small territory are sufficient comment on the estimation in which the goods are held, both as to quality and uniformity."—E. L. Burkee & Co., Agents, Gloversville, N. Y. [1383 gallons in 1899.]

"Are just as good as I would want. Do not hear anything except that they are just a good as can be."—E. S. Bonnelly.

"I have great faith in our goods in all lines, and this is due to the fact that I know they are first-class, giving the very best of satisfaction to whoever uses them in the right way. They are the best paints on the market, they are unsurpassed."—Jos. Lacasse.

"The S. W. P."

"Full of good hints and helps for the dealer. It shows that The S-W Co. has an interest in the retailer, and in these days of trusts and combines when the retailer rarely sees the manufacturer (thanks to the ever vigilant jobber) it is a very pleasant change."—Dickson & Co., Agents, New Castle, Pa.

"It is growing in favor and is an educator. It will make good S. W. P. agents."—C. S. Wheeler.

"Every agent wants it."—R. Vincent.

E Circular.

"Appreciated by everybody."—W. T. Yearsley.

"Very effective in No. 40. Have seen dozens of people buy S. W. P. and simply produce color samples from E. Know of cases where E. has been pasted on wall of house."—J. W. Patterson.

"Is effective in 43: *very popular*; all old and new agents praise it. The color samples are paint sellers—people come in with these samples and take the paint home."—J. F. Hommel.

"The Chameleon."

"I get some very valuable hints from it. It is a bracer once a month."—F. C. Harris.

"It certainly does help. It makes me hustle."—W. B. Haight.

"I always read it with great interest and pleasure and it cannot but do a lot of good."—Jos. Lacasse.

"I consider 'The Chameleon' a good stimulant and reading it puts new life into me."—Geo. P. Towns.

K. P.
"Imagine the quality is good but am so shy about going around where beer is, have, in fact, not sold any."—D. E. Fisher.

S. F. P.
"My agents say it is the best made."—C. H. Ricketts.

"Have no complaints on S. F. P. It's as good, if not better, than any

other floor paint sold in 33."—A. W. Ballard.

W. D. Booklet.

"One of the greatest helps to us, A great saver of time in getting goods attractively arranged in windows. We have used about all the suggestions so far. Enlarge on it for 1901."—E. L. Durker & Co., Agents, Gloversville, N. Y.

"Customers are just beginning to appreciate the W. D. If the salesman will dress one window to show how easy it is and how effective, he will have more window dressers and a greater interest in this style of advertising."—F. C. Harris.



An S. W. P. House.
Residence of W. L. Ferris, Portland, Ind.
Body 48a: Trimmers 478, 456; Sash 38a. Slate roof.

How to Paint and How Not to Paint New Buildings.

BY G. F. PRATT.

WHILE "to paint or not to paint" may be a very important question with every property owner, it is certainly not nearly so important as "how to paint or how not to paint." The former applies mainly to old surfaces, while the latter question is of vital interest to every one who has a surface to protect from the elements.

Upon the proper solution of this question depends not only the beauty of the finish obtained, but also the durability of the paint directly, and the life of the structure indirectly. It is not our purpose in this article to discuss the relative merits of different paint material. We shall simply deal with the method of application.

The Primer.

With many the priming coat seems a very unimportant detail, but the fact remains that it is really most essential. The primer should be prepared from proper materials and most carefully applied. Use the very best materials possible for this foundation coat. The difference in cost is comparatively slight and the difference in the life of the paint is very great.

A good primer should be composed of pure *raw* linseed oil with enough first-class pigment to close up the pores of the wood and form a good surface for the succeeding coats of paint. Such a primer is now made by The Sherwin-Williams Co. in liquid form, extra heavy, to be thinned for use with one gallon of raw linseed oil to one gallon of Primer.

Before applying the priming coat, thoroughly shellac all knots and sappy places in the timber. This must be done carefully or the pitch, in time, will ooze through the primer and succeeding coats, and produce an un-

Second and Third Coats.

Acting on the principle that the priming coat should be thoroughly dry before the next coat is applied, many people have primed in the fall and allowed their buildings to stand till spring before giving another coat. This is too long a time and a mistake. A good primer should not be treated in this manner, or, as has just been pointed out, even if it is a first-class, elastic primer, the next coat of paint will not stick to it.

In new work three coats of paint should always be used and the same time should be allowed for the second coat to dry as for the priming coat. A building painted in this manner will out-wear one where a long time is allowed to elapse between each coat. Some people give the priming and second coats of paint in the fall and finish in the spring. Where this is done the finishing coat is liable to scale from the second coat because the second coat has become too hard.

Puttying.

All nail holes should be puttied on top the second coat, for after the second coat has been applied all parts of the nail holes and the heads of the nails are thoroughly covered with paint. If puttied on the priming coat, however, the heads of the nails are liable to be bare. This allows frost to collect and rust the nails, forcing out the putty.

Unfavorable Weather.

No building should be primed immediately after a rainstorm, but should be allowed to stand until thoroughly dry. If the building is wet, the water is sure to come out and cause the paint to blister and scale. This will be most liable to occur on parts of the building most exposed to the sun, as the heat will draw the water to the surface.

After a building has been primed it should not receive the next coat of paint if wet from any cause whatever. Each coat of paint should be applied over a surface entirely free from moisture.

A building should not be painted during frosty weather, as frost will kill the life of paint.

Brushing Out.

Paint should not be applied too heavily, but should be well brushed out. If applied too heavily it will crack and will soon present an unsightly appearance. As the labor for painting a house costs from two to three times the cost of the paint it is essential that the work once done should be well done. Consequently

it is cheaper in the end to employ a first-class painter and thus insure against repainting. A practical man understands the value of brushing out.

Repainting After a Bad Job.

The cost of repainting new work, where the original painting has not been properly done, consists not only in the price of the paint and the cost of applying it, but also in the preparation of the surface for repainting. Where a surface has cracked and scaled the only way to produce a satisfactory finish is to remove the paint down to the wood and begin all over. This is a very expensive and in many cases a very dangerous operation, as where the paint must be burned off fire is liable to result, unless great care is observed.

In a word, a good paint properly applied is most economical, and great care should be taken to explain as fully as possible to each consumer of paint just "how to paint or how not to paint." In the end it will save the dealer much annoyance and insure greater satisfaction on the part of the consumer.

New "A" Building for Cleveland.

ON June 22nd the work of tearing down the old "A" building of the Cleveland plant was started. By November a fine new building will stand in its place.

This improvement destroys the first structure occupied by us on the present sight of our plant, and removes one of the oldest buildings along Cleveland's river front. The building was erected nearly fifty years ago by the City Mills Co. as a cooper shop. It was afterwards put to the same use by The Standard Oil Co.

In 1873 the building and property it stood on were purchased by the

then Sherwin & Williams Co. The building was occupied just as it stood until about 1882, at which time an additional story was added, and a few other changes were made, putting it in just about the shape it has been for the last seventeen or eighteen years.

In the early days a canal ran along the front of the building where the street and railway tracks are now. The entrance was through a small outside stairway on the west side of the building. The factory offices originally occupied a small space of sixteen feet square in the north-west corner and were much less cramped

then than they have been these last few years in four times the space.

Around this old building our present plant of some twenty buildings has grown. And now that all the available property in the neighborhood has been covered with buildings, larger and smaller than itself, it must be the first to give way for still further growth. Business is seldom sentimental, yet we cannot avoid some feeling of regret as the old walls are being torn down.

The new building will be of brick, iron and steel construction, five stories high and will occupy all the ground upon which old "A" stood and the yard at the east as well. This will join the building to "C". At the rear of the building will be the boiler rooms, as before, in a new and more substantial structure.

The building will be used for factory offices, packing and storage. The



EDITORIAL

Praise in Business.

A business man in dealing with his associates should always be as ready to praise as he is to condemn. But he should do both sparingly and with great judgment. He should condemn only when it is absolutely necessary and give praise only when specially merited.

Flattery seldom shows itself among fellow workmen. It is an error on another side of business life, and there's not the least danger that it will ever enter into the relations between men in the same office and shop. That is right and fortunate, but it is not right to go to the other extreme and cut out all praise and well deserved compliments.

Fair praise is encouragement. It helps bolster a fellow up and give him self-confidence. It doesn't "spoil" a workman or make him vain. It is a stimulant and will produce greater effort and better work.

There are plenty of discouragements in business life to over-balance whatever praise may come our way. Our own view of our work is apt to be a discouraging estimate, and we need to be braced up from the outside once in a while. Promotion and increased salary don't come often enough to let them suffice as the bracer. We need the occasional approval and appreciation of those we work with.

Each one of us, knowing he feels the need of something of that sort himself, should then be always willing to applaud the other fellow when he deserves it. We should be ready with commendation and at least give credit where it is due. Above all we should not be censorious.

There are men who never praise or show appreciation. It seems to hurt

them every time they are forced into it, and they do it with such bad grace that its effect is lost. They never offer encouragement to their fellow workers, but always disparage and condemn. They aim to pick out the flaws and to enlarge upon them to the exclusion of everything that's good and commendable.

These self-appointed critics seem to avoid studiously all possibility of being pleased. They shut their eyes to everything but faults, and if real faults be lacking their warped judgment supplies them. They are constantly looking for a chance to hiss, and to prevent the likelihood of applauding, keep their hands tied behind them.

They revel in fault-finding and when they're at it their cynical smile of content is more exasperating than their carping criticisms. They are disagreeable people to work with. They are never popular with their associates. They effect one as a succession of dark, cloudy days would, and it's a relief to get away from them and into the wholesome atmosphere of more fair-minded men.

Modern business sympathy and mutual helpfulness have no room for these censorious people, and if we are young and in the formative period of our business character and temperament we shall do well to avoid every tendency to fault-finding and hyper-criticism. We'll not only be giving ourselves a better chance of success, but be helping to make life pleasanter and tasks lighter for the other fellows.

Do justice to the work of others and don't cavil. Be more ready to praise and less willing to condemn.

There should be no responsibility where there is no control.

Help Yourself.

Do we realize how much we depend on the services of others?

How many of us, if placed in Robinson Crusoe's position (an event that is quite possible, notwithstanding modern civilization), could make ourselves comfortable, or even keep ourselves alive? Our houses are built, our furniture manufactured, our clothes made, our meals cooked for us; even the poorest are waited on by a whole army of servants. It would be well if we learned how to do the things necessary to our existence and comfort, in case we should ever be thrown upon our own resources.

A man should be ready at all times to learn. Every opportunity for new experiences, for instruction in out-of-

our-line affairs, for practice in various arts and trades, should be eagerly grasped. While we specialize along our own particular vocation, we should strive not to grow dependent on others for too many things.
MONTREAL.

Three hints on getting out reports early:

The more you do *before* the end of the month, the less remains to be done *after*.

Do not refine help.

No nothing that is unnecessary.

The courtesies of business should never be crowded out for any reason. The endeavor should be to put more of them into each day's work.

EVERY young man should do at least one thing every day which helps somebody else, and from which he cannot possibly reap any profit and advantage. Let him do one thing every day that cannot possibly yield him any tangible reward directly or indirectly, now or ever. I know of no discipline of character equal to this, A man cannot select a surer road to ruin than to have a selfish motive back of every action. To do all of your deeds, or most of them, with the thought of the advantage they will bring you will result in paralysis of character as surely as certain drugs introduced into the nerves for a long period of time will result in physical paralysis.—ALBERT J. BEVERIDGE.

BRUSH MARKS

Central Division Notes.

Mr. Sherwin was at the office for a few hours on June 29th. It was a treat to see him in his accustomed place. We congratulate him as well as ourselves that he is recovering so rapidly and completely. We cannot expect to see him often, however, during the summer.

Trade has held up remarkably well during the month of June, but there are still a few days left for finishing touches before our representatives will be satisfied to leave the road for the mid-summer relaxation.

Mr. W. B. Haight, of the Eastern Division traveling force, was in Cleveland part of the last week in June.

Mr. H. D. Whittlesey and Mr. Geo. A. Clark sail for Europe on the 28th of this month for a tour through France, England, Germany and Switzerland.

Preparations were made for a display at the Michigan State Hardware Convention in Detroit, July 11 and 12. With Mr. Fausquelle of the Central Division, our goods and advertising were well represented. Special invitations were sent to Michigan agents and dealers in hardware, also to the best possible agents, whom we have always in mind. We look for a lot of new customers and expect some excellent connections for the coming season. Some account of the meeting will be given next month.

Mr. Cottingham left for Chicago the night of the fourth, where he remained until the twelfth, returning to Cleveland for a short stay. He leaves soon

for the East and will probably go on his vacation from there without returning to headquarters.

Mr. Parks is spending his vacation at Cuyahoga Falls, O., his old home.

The 20th annual picnic of the Central Division employees was held Saturday, July 14th, at Silver Lake. The outing will be described in the August CHAMELEON.

Western Division Notes.

One of the surprises of the season is the continuance of current orders. Up to July first the decrease, while perceptible, was not by any means as decided as in former years, and the present month bids fair to hold its own.

Mr. Paterson attended a meeting of the Missouri pharmacists at Pertle Springs last month. While not a word was said regarding S. W. P., our advertising quietly had its effect.

The salesmen are now all practically in and enjoying their vacation. The efforts they have devoted since the convention toward securing business have made them feel the need of rest, and all are enjoying the opportunity.

Mr. Gallinger is at Detroit attending the meeting of the Michigan Hardware Dealers' Association.

Recent visitors at Chicago were: A. M. Wright, Plattsburg, Mo.; A. R. Specht, Tiltonka, Ia.; J. W. Winzeler, Tremont, Ill. All good S.W.P. agents.

Kansas City Notes.

Kansas City was well crowded with people from all parts of the country

during the Democratic Convention, and our AA-4, AA-5 and MM-4 did great work.

The S.W. Co. has a very attractive display in the window of Harvey & Stebbings, our agents at 520 Main St.

We have placed at the end of the 9th and 12th St. cable lines two upright AA-4 in very conspicuous places. These signs are placed beside those of one of our competitors, and the latter are just about as far behind our AA-4 as the product is behind S. W. P.

We have received recent calls from: Mr. O. F. Lasche, Brookfield, Mo.; Mr. Hartmiller, Lebanon, Mo.; Mr. Holliday, Topeka, Kans., and Mr. G. H. Hall, Paola, Kans. All S. W. P. agents.

Pullman Factory Notes.

Our "Brush Marks" for June

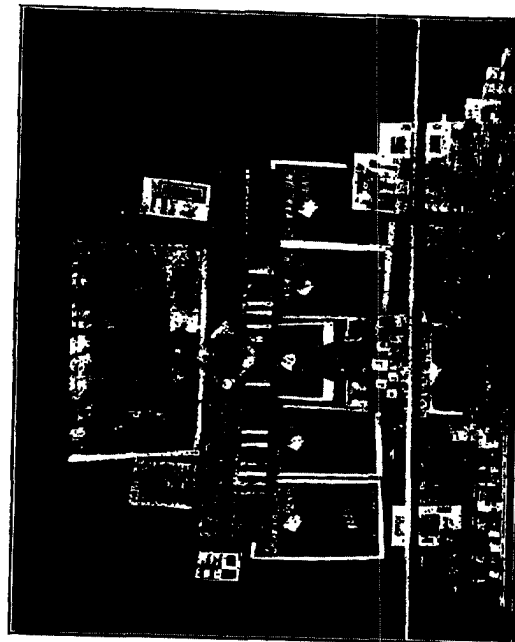
Mr. C. W. Soverel, Mr. Geo. C. Schell, Mr. M. B. Millsbaugh, Mr. W. B. Haight and Mr. C. W.

The Pullman Company are now building on an order for 600 flat cars and 900 gondola cars for the Chesapeake & Ohio Railroad. These cars are all being painted with our paint and look very handsome.

Eastern Division Notes.

We were favored by a visit from A. N. Wright, of Plattsburg, Mo.

reached the Editor too late for publication. We will therefore say, that at the time of our last writing, May was our banner month. However, at this writing, May isn't in it, as our total output for June, figured at a common ratio of pounds, shows us 384 per cent in advance of June, 1899.



One of the windows in Henry Morgan & Co.'s big department store at Montreal.

Thompson all paid us a short visit during the last days of June.

An outing of the Eastern Division employees is being planned. The details are not definitely enough settled to print at the present time.

Canadian Division Notes.

Business in June was remarkably good and the prospects for the balance of the year are bright.

Our visitors during June were Mr. Martin, Manager Chicago House, Mr. J. C. Beardie and Mr. W. B. Wise. This was Mr. Martin's first visit to Montreal, and he was greatly impressed with the beauty of our city.

Our Manager on his return from Cleveland took a run down to Quebec and interviewed the trade in that city.

Our second annual picnic was held on Wednesday, the 11th of July, at Isle Gros Bois. The amount of the days outing will be given in the August CHAMELEON.

Pacific Division Notes.

Early in June we had the pleasure of a visit from Mr. John H. Eames. Mr. Eames was our first caller from headquarters since opening here. His visit makes Cleveland seem 1000 miles closer.

As we have no ice and snow to contend with in this city and as the weather is exceedingly dry from April to November, we are utilizing the awnings over our San Francisco agents' store fronts for advertising purposes. One of them is directly opposite the new postoffice and two are on Market street, our main thoroughfare. Our well known "covers the earth" stands out all right there, too.

The priming coat is going on some of the spots on the earth which are not covered yet. We made a shipment of S. W. P. to Cape Nome, Alaska, our new gold fields, a short time ago.

Mr. Schaler left July 1st for Southern California to visit Los Angeles and San Diego.

History of a Ry. Complaint.

One of our Divisions was recently in receipt of the following letter from the Superintendent of Motive Power of a large railroad company with which we are doing a very nice business:

"Some time ago I took up your truck color with the understanding that it would be furnished to us in a uniform shade; instead we have received it in all colors of the rainbow and a few extra dashes thrown in.

"If it is possible for you to furnish one uniform color without deviation I will send you further orders; if not, we will see what we can do ourselves in the way of variation."

After investigating this matter our representative reported as follows:

"Regarding letter received from Mr. —, I found that they had failed to order sufficient truck color each month to see them through the month and they were *limiting to the shade*. Not having a very good eye for color they were unable to match it.

"After explaining these matters to Mr. — he was perfectly satisfied regarding it.

"Please make a note to ship all future High Gloss Truck Colors to them in 5 gallon cans instead of 15."

It always pays to get to the bottom. F. M. WILLIAMS.

"Kopal" Still Winning.

"Kopal" shines brighter than ever and our largest facilities are taxed to keep up the supply, and we believe it

will easily hold the record as an all-around varnish, always good and always sure.

We continue to have favorable reports from dealers and users, bearing out all the good points we have been claiming for the goods. You can push "Kopal" with as much confidence as you do S. W. P. It's a splendid opportunity to increase the business of your territory.

Bound Volumes of "The Chameleon."

The acts of Volume Two, "The Chameleon," that were sent us to be bound, have been finished after long delay and sent to their owners. There was one set among them that came without any name and we have no way of telling to whom it belongs. If anyone who sent us a complete set has failed to receive the bound volume, we would be glad to have him let us know.

As an indication of the political leanings of the Pacific Division we quote the following couplet from a recent letter of Mr. Alex. Schaler:

The peoples choice will surely be McKinley, Roosevelt and S.W.P.

Pole Paint Opportunities.

We wonder if our representatives all appreciate the excellence and economy of our Special Pole Paints. They are brought to our attention by a recent order from a leading telephone company for a thousand gallons.

We have specials adapted to this work and known to give the best of satisfaction and service. Our demand among such corporations has been growing for a number of years and the companies themselves are multiplying almost like "the sands of the sea." We believe there is a rare opportunity here for a good business, and would urge the representatives to get on the track of it.

News of the Benefit Society.

The organization of The S.W. Co. Employees' Mutual Benefit Society, Western Division, Chicago, has been perfected, with a membership of thirty-four. The secretary is E. V. Wilkinson, the relief committee, H. J. Hain, E. E. Fairbanks and J. J. Webner.

The financial report of the Society for the quarter ending June 30th, 1900, is as follows:

Balances, April 1st.....	\$384 59
Receipts, Cleveland.....	\$198 72
" Chicago.....	50 99
" Montreal.....	35 70
42 vouchers paid.....	\$870 00
	302 62
Balance, July 1st, 1900....	\$567 38

June Business.

June was another month of big gains. The percentage of gain was nearly double the same month last year. Every Division and every Department made large increases.

The week ending June 16th shows the largest gain in the history of the Company.

The volume of sales for this year to date is the greatest on record.

These facts are splendid encouragement, especially so in the face of what other manufacturers are experiencing. It is understood that some of the large paint makers were taking their salesmen off the road in June, on account of slack business.

There's still plenty of business ahead for us and our efforts to get it will not let down one particle. We'll continue to make gains.

The reports for the month of June were received too late to allow us to give the record of new S.W.P. agents. It will appear next month as usual.

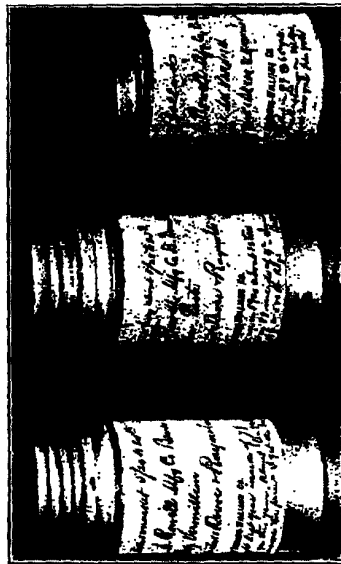
The Right Way to Send in Samples.

BY J. C. BEARDLEE.

ONE of the most annoying things with which the Manufacturing Department has to contend is the improper and inadequate manner in which samples to be matched are sent in. It is not often that they reach us with a sufficient amount of information or that the samples themselves are what they should be.

In this connection we submit an example of the right way—one of the exceptions to the general rule just mentioned. The quantity of paint furnished is not sufficient for a suitable test.

The reproduction also gives an idea of the very complete way in which the information with reference to the samples is furnished. This information covers the quantity used, the price (as near as possible), the way in which it is used and what is expected of it. The label printed for the purpose is used and used well.



An example of how samples to be matched should be sent in.

mentioned. The illustration shows three cans of samples to be matched recently received from one of the "Old Guard." Samples from this territory are always everything the Manufacturing Department could ask for.

The cans in the reproduction are reduced to about one-third the size of the originals, so it will be seen that the samples are ample in quantity; the cans are of good size and they are full. Too many of our representatives make the error of using a package large enough but not filling it full;

It should not be a difficult matter to send in samples in the right way, and it certainly pays the representative as well as the Manufacturing Department to have them so. We cannot give you good service unless you give us good samples and all the necessary information.

We trust the examples given here may prove of benefit to some of our new representatives.

The most brilliant qualities become useless when they are not sustained by force of character.—*Singer*.

Do Terms Mean Anything?

BY B. P. FENN.

THAT depends: first, on the man who buys, and, second, on the man who sells, and, third, on the man who collects.

The man who buys offers a goodly order to the house that will best comply with certain conditions, and these are made to appear almost wholly dependant on quality and price. The "pros and cons" are thoroughly gone over until all the resources along both lines are exhausted, and, in all probability a large portion of the patience of the anxious salesman, who after all that has been said, is unable as yet to have the slightest idea that the order is likely to be his. The buyer is in no particular need of the goods—in fact "in no hurry whatever, can wait as well as not, till Jones of a competing house, comes along and makes his proposition. It is quite well known that his paints are fairly good and at a less price."

One idea, however, comes to mind. What terms can you offer? Perhaps that will settle the question. What time? What dating? What discount? Sixty days and two per cent for cash are entirely out of the question. The dating should be two months ahead less two per cent, or three or four per cent for cash in thirty days if dated now. There is really no use in talking, the order cannot go without some *special* concession. Discount, double, triple or quadruple the regular interest of any bank, or otherwise time given equal to capital in business. The buyer properly considers that borrowing here is easier than at his own bank and at less cost.

This last assault strikes most salesmen at their weakest point of resistance and the buyer knows that he can often

win then and there when he can not do so in any other way. Terms *do* mean something to such a buyer.

The man who sells has perhaps trod the way to this concern until he has grown weary and tired without ever having received his first order. He has fought the battle of quality like a hero and has stood to one price for his goods like a veteran of a dozen wars. Inwardly he is thoroughly prepared to throw up his hat at the first sign of a possible order. At last prices and quality have been relegated to the back-ground and he possibly is in such a mental and perhaps physical condition as to meet the fresh assault on terms with dismay, especially when he discovers that possible success or failure of the whole hinges on so small (?) a matter as that.

Surrender or renew the fight is the alternative offered. The first is not in his vocabulary and the buyer is soon made to feel that his "reserves" are the bravest troops of all. Undismayed he evinces no surprise, has met such cases before, expects such questions to arise, is prepared to state the position of the house quite as clearly in this respect as in either price or quality of the goods. Surely firmness in business methods as to matters as terms, discount and settlement, would clearly be inconsistent.

Common sense would surely suggest that the terms should never be an offset for price, that bills should invariably be paid at the earliest possible date after the receipt of goods, discount for cash should never be more than about double the current bank rate of interest, and capital in business should never be computed on so flimsy a

basis as the long time in payment of bills of purchase.

As to accommodation in payment of any account he certainly is always glad to consider the question; will favor in a variety of ways, by dividing the payments, one-half before, one-third at the proper date of maturity, and one-third after. "One good turn deserves another." The buyer asks a favor, the seller asks one in return. If we grant special discount for cash it is without extending the time of payment; if special time is given it is with note, that the account may be closed. *Terms de* mean something to such a seller.

The man who collects understands the terms given to mean exactly as they read on the bills of sale, and acts accordingly. Sixty days do not mean

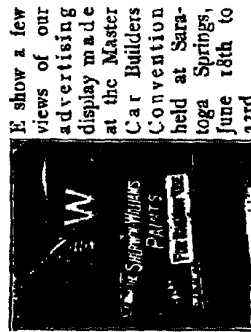
ninety, nor two per cent three or four. When due, a bill is to be paid even as a note. Extension of time, when desired, is worth asking for; when granted it is expected to be with interest even as at the bank. *Terms de* mean something to such a collector.

The remark has frequently been made that with certain business concerns "*Terms do not mean anything*". Surely the worst bet for such concerns. It matters little to The Sherwin-Williams Co.

Terms certainly do and should mean something just as emphatically as prices or quality of goods.

Surely none of us connected with this business would have it ever become otherwise. With the Buyer, the Seller, the Collector, all *depend upon the man* as to whether terms mean anything or not.

M. C. B. Convention Advertising.



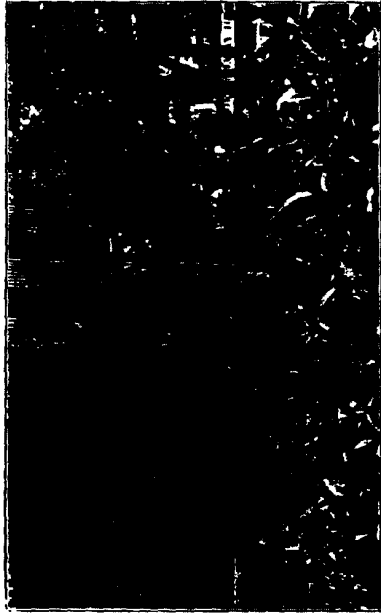
"This is the most important and most largely attended of the railway conventions. There are generally over two thousand people present from all over the continent. This in addition to the larger number who usually visit Saratoga Springs at this season of the year gave us a splendid opportunity for wide spread national advertising, which we made the most of. The work was

executed by Mr. Ward in his usual thorough, effective manner. We had a number of the AA-4's placed on easels among the exhibits at the headquarters of the convention and also a few 24 sheet stands of the poster. We also billed the town and surrounding district, so that no one could be in Saratoga without being aware of the advertising of The Sherwin-Williams Co.

Those of our Company present at the convention were Mr. W. B. Albright, Mr. E. M. Richardson, Mr. Thos. Madill, Mr. J. H. Farnes and Mr. Geo. A. Martin.

Mr. Albright wrote in regard to our display, "Mr. Ward's work was well done and I was more than pleased with the new idea. We had any number of compliments."

Mr. Richardson says, "The signs



View of one of the Saratoga displays, part of an AA-5 showing through the trees. and advertising are the talk of the convention. The signs are fine and the hotel and not see a sign of The S-W Co. We have been complimented I don't believe they could be improved upon. We have twelve of them standing around on the easels in the exhibition grounds. On the backs of all Mr. Ward had painted "S.W.P.", S-W Co., they always have something new."

How a Poughkeepsie Agency Was Landed.

BY W. B. MILLERPAUGH.

I required the assistance of five S.W.P. agents to land Messrs. Wood & Bolton, of Poughkeepsie, N. Y., but the assistance was so effectual that I had no further difficulty in hooking them for a stock order of 250 gallons.

Wood & Bolton were in doubt about the value of an S.W.P. agency and wanted to get the opinion of those who had had experience in the matter. They therefore wrote five Eastern Division agents for information concerning the merits of S.W.P. and the Company.

In reply they received the following letters:

Ansonia, Ct., April 12, 1900.
Wood & Bolton, Poughkeepsie, N. Y.

Gentlemen:—We have your favor of the 12th inst. In reply will say the writer has handled The Sherwin-Williams Paint for the last ten or twelve years and always found it A. No. 1. I have just completed a new ten roomed residence for my own use and used S.W.P. on it, which I would not have done if I had not confidence in the goods.

As to the selling qualities, they are ahead of any paint I know of. This is due to the very unique advertising the firm does.

As to the house, The S.W. people are one of the best in the world. Hoping this to be satisfactory, I am yours truly,

EDWARD T. VANCE.

Kingston, N. Y., April 11, 1900.
Messrs. Wood & Bolton.

Gentlemen:—In reply can answer that the quality with my experience is all right. The

goods sell well when known. If you sell a customer once he is yours afterwards. The main trouble I have is to compete with cheaper goods, viz, that sell at \$1.00, \$1.20, \$1.25, etc., and I have to work against these goods and prices.

The house I have found to be a good one in every particular.

Yours respectfully,

CHAS. C. TEN BROECK.

P. S. I call them the best goods on the market and sincerely think so. T. H.

Marlboro, N. Y., April 13, 1900.
Wood & Bolton.

Sirs:—I have handled The S. W. Paint for about twelve years and have found it a very fine paint. As regards the house, they are all right, and you will find them first-class people to deal with.

Yours,

C. R. GORDON.

Rosendale, N. Y., April 12, 1900.
Wood & Bolton.

Gentlemen:—Letter at hand and noted. I have handled The Sherwin-Williams Paint for the past four years.

First: The quality is No. 1.

Second: The selling quality is good.

I have found the house satisfactory in every transaction of business. You will make no mistake by placing an order with the above house.

Yours truly,

C. NEEDER.

Newpaltz N. Y., April 13, 1900.

Messrs. Wood & Bolton.

Dear Sirs:—In reply to your letter would say, I have sold S. W. P. for three years with perfect satisfaction. They are first class goods, having used considerable on my own buildings. In regard to the paint firm, they are white people to deal with.

I know of no quality of paint to equal it. Always like to speak well of a good thing.

Truly yours,

J. C. PINE.

I am pleased to state that Wood & Bolton are well satisfied and are doing all they can to push S. W. P. to the front in Poughkeepsie.

"The Whitest Thing in the Bay of 'Frisco."

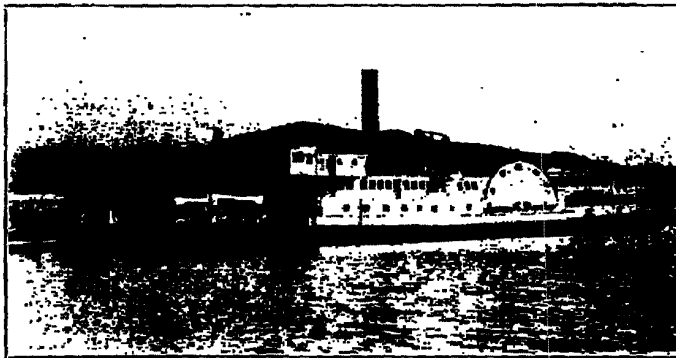
BY E. T. PARSONS.

THE steamship "James W. Donahue," owned by the California North-Western R. R., has recently been remodeled throughout and repainted from hull to smokestack with The Sherwin-Williams Steamship Paints.

The R. R. adopted our goods as standard, after tests of over four years on their S. S. "Tiburon." These

two boats with the "Ukiah" comprise their fleet of ferry boats crossing the Bay of San Francisco between the foot of Market street and the railway terminus at Tiburon.

The San Francisco Yacht Club has headquarters near Tiburon, and the



Steamship "James W. Donahue."

extreme whiteness of the "James W. Donahue," which since the repainting is popularly known as "The whitest thing in the Bay," has caused considerable inquiry about our goods, and soon the "Donahue" will not be the only "white thing" in the Bay.