

The Chameleon.

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THE SHERWIN-WILLIAMS CO.'S loyal staff.

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No. 3

"THE PRICE REMAINS THE SAME."

WE have decided to continue present prices on S.W.P. In doing so the Company suffers considerable loss of profit. We hope, however, this may be made up by increased sales.

We have for some time given a great deal of thought to the subject of costs and prices. The present situation is a very trying one. We are confronted with higher prices of materials of all kinds, increased cost of labor, and larger factory expenses. The goods are costing us more money—a good deal more—and we *ought* to get more for them.

We have, however, looked at the situation from all sides; obtained from as many sources as possible all the information we could and have decided to "suffer" for the time being.

We must say we have been influenced more by a desire to meet the opinions and wishes of our representatives than anything else. We cannot help but feel that the splendid efforts you are putting forth and the magnificent results being obtained deserve to be encouraged in every way, and we *want* to encourage them all we can.

We recognize that the present situation places us in a very strong position and offers excellent opportunities for the extension of our business—for building up old accounts and opening many new ones. The Sherwin-Williams proposition, at anything near current prices should be attractive to every paint dealer. We can hardly ask you to do more than you have been doing to push along the good work, for we are convinced all are working at high pressure. Just keep up the present gait and make the most of your opportunities, and the Company will have no reason to regret the present decision.

The prices on some of our other lines will have to be revised. This work is under way now and you will be notified shortly of the changes.



General Manager.

February Beats Them All.

SPLENDID as the gains made in November, December and January were, February surpasses them all, so that our second quarter bids fair to beat the good showing made in the first.

The different Divisions are running close and it's hard to tell which will make the greatest showing at the end of our half year.

At present it looks as if the General Manager's high estimate for the year's business would be exceeded and all are working to this end.

All of our lines show good increases and none more than the old stand-by—S.W. P. It's forging ahead as never before. Old agents are increasing their orders and new ones are more numerous than ever. It's a grand tribute to quality maintained.

The increase in S.W. P. from November first to March first is exactly 71 4-10 per cent. (Considering the large business that has been done in the past and the number of these S.W. P. has been on the market, these figures are something to be proud of and should be a source of encouragement to all of us. "Nothing succeeds like success," and we are rushing along this path at a speed that keeps us in the front place.

The percentages of gains made by our Divisions to March first are as follows:

New England Division - 84 2-10 per cent.
Western Division - 59 5-10 per cent.
Central Division - 59 per cent.
Eastern Division - 49 9-10 per cent.
Canadian Division - 41 8-10 per cent.

Talking Points for "Kopal".

BY J. C. BEARDLEE.

THE article on Varnish sales in the February CHAMELEON shows that there is some slight misunderstanding regarding the nature and uses of "Kopal". It is important to correct these impressions at the beginning, for the success of "Kopal" depends in great measure on the manner in which its use bears out our representations.

"Kopal" is so thoroughly good that it does not need to masquerade under false colors. It will do well so many things, that it does not need to make any claims that cannot be fully borne out by practical use.

It is for this reason that I very much regret to see "Kopal" recommended for the use on floors. I do not mean to intimate that "Kopal" cannot be used on a floor if time

much deserved attention and it may.

perhaps, be well to repeat what has already been said with reference to its character and qualities.

"Kopal" is not, comparatively speaking, a quick drying varnish, as it cannot be that and be also a durable one.

"Kopal" is, however, quick enough in drying for all ordinary purposes.

"Kopal" has sufficient durability to enable it to compare favorably under ordinary conditions with the best Finishing Varnish.

"Kopal" is an easy working varnish. The gum in it is of the oldest and hardest of fossil gum.

"Kopal" is a varnish which can be worked successfully by persons who are not expert, and to just this extent it is a varnish for the people.

"Kopal" will be found equally satisfactory as a varnish for the painter, enabling him to get good results under the many conditions in which he uses varnish and with the minimum of difficulties.

For some few places, and particularly

those where very rapid and hard drying is required. "Kopal", if used at all, must be used and recommended with judgment. As stated before, it can (with judgment) be used on floors, but for the ordinary consumer our Floor Varnish would be better, because it would enable him to use his floor so much sooner and be durable.

"Kopal" could possibly be used on furniture, but a harder drying varnish, like our Hard Drying Oak, or our Furniture Varnishes, would be better and more satisfactory, because they would not be liable, under any conditions, to remain soft and hold an unpleasant tack.

Eliminating, however, those few places where quick and hard drying is important "Kopal" will be found a universally satisfactory article.

Except in the one point of color "Kopal" cannot be improved, and the representatives may push it, with the reservations mentioned, in perfect confidence.

A Defense of the S. W. P. Guarantee.

BY "THE OLD WOMAN."

We guarantee that this paint, when properly used, will not crack, flake or chalk off, and will cover more surface, work better, wear longer and permanently look better than other paints, including pure white lead and all.

We hereby agree to forfeit the value of the paint and the cost of applying it, if in any instance, it is not found as above represented.

The Sherwin-Williams Co.

True words were never spoken. "Properly used" means more than the average one of us believes. We

know that the paint is as perfect as paint can be made and if properly applied by a competent person upon a proper surface it will give the best of satisfaction. There are three things, then, that enter into the satisfaction that is expected of paint. The paint itself.

The application.

The surface that the paint is applied upon.

We are responsible for one-third of this. That is the paint. We cannot be responsible for the other two-thirds, for we cannot furnish a man

to apply the paint, nor furnish the surface to be painted. If we could, it would be smooth sailing and satisfaction would always be given.

Now, if we read the guarantee and understand thoroughly the words "property used", we shall know where to look for the fault in bad results. It is our duty, not only to the Company that we represent, but to ourselves to make it clear to our customers what constitutes satisfactory results, so that when complaints are made to him he will be in a position to investigate and show the true cause of dissatisfaction. That will be defending our interests, as we know the paint is right, and if he is properly instructed he will know the same. All that is necessary in making this clear to him is to take the guarantee for a guide. It cannot be read too carefully. It is a just guarantee and is our friend. Treat it as such.

I will give you an example.

One of the largest S.W.P. customers on my territory has bought thirty to forty thousand gallons and has never made a complaint to me, nor has he sent one to the house.

In talking with him some time ago I asked if he had not had complaints, saying it would be strange if he had not, handling as much of the paint as he has. His answer was, "Yes, I have had complaints, but never a justifiable one, and furthermore, I will say, I have never had a complaint in which I have not been able to convince the party that the fault rested elsewhere than with the paint, it being either in the application or the surface upon which it was applied."

Now this customer has read the guarantee right.

He has studied it right. He has talked it right and understands the words "property used". I feel today that there never was a more just guarantee, though I fear few understand the meaning of it.

It is customary if satisfaction is not given, for one to jump to the conclusion at once that the paint is at fault. If we were to take the time to explain to our customers that the application and the surface it is applied upon enter into the satisfaction that is given as much as the paint does itself, we would have less complaints brought before us and we would find our path strewn with a few more roses than otherwise.

We should read the guarantee right and not as the farmer read the barber's sign.

After he had been shaved and left the barber's chair his eyes fell upon a sign upon the wall. He called for a drink of water and started to walk out.

The barber stopped him saying, "You have not paid for your shave, sir."

The farmer pointed to the sign and said, "I see here that you say,

"What do you think, I'll shave you for nothing and give you a drink?"

I've had my shave and my drink and according to your sign I'm entitled to the same without further remuneration."

The barber laughingly said, "You have not read it right. It reads—"

"What do you think I'll shave you for nothing and give you a drink?"

The farmer settled. The barber laughingly said as he left the shop, "What ignorance there is in some people."

Now in closing I wish to say—

Read the Guarantee right.

Talk it right.

Use it right.

It is your friend.



The Maiden Effort of Foote & Fuller, Scranton, Pa. Dressed February 7 '900.

Crows and Spurs.

BY E. A. WOOD.

JOSH Billings once said:

"I love a rooster for few things—one is the crow that is in him, and the other is the spurs that air on him to bak up his krow with."

We have been crowing a good deal lately and with plenty of sound, common sense reason for it. Why shouldn't we crow? The actual figures already attained far surpass our largest expectations.

From nearly every quarter we hear of gains, gains, GAINS, while new agents and new opportunities are multiplying on every side.

It is certainly a time for general congratulation in which we should all have a good hearty share. Don't let us forget, however, that *crows* and *spurs* go well together, and while we congratulate each other, we should congratulate ourselves and *spur* ourselves to larger endeavors than ever before.

Certainly we never had an outlook so wide and so encouraging as at the present moment. Our goods were never so complete in assortment or so reasonable in price (considering quality and market) as now. This country is full of dealers, who for one reason or another, are dissatisfied with their

present manufacturing connections. Truly, not all will acknowledge this at the outset, but a friendly, confidential interview will bring out this fact in very many unexpected quarters.

Now don't let us fail to improve this opportunity. Keep up our

enthusiasm, awaken new energy and incite a higher ambition to make our work more effective in a thousand different ways, and remember especially it is *SPURS* now that will make *CRISIS* for the future.

S. W. P. Education as the Canadian Spirit Sees It.

BY ROBERT JOHNSON

I AM reminded that so far this year THE CHAMELEON has not heard from me, and I thought I would try to send something for this month's issue. The fact is, at the opening of our season all the new and attractive array of inducements which we control and have to offer the trade, and the eagerness and interest with which we are imbued to get at and after our constituents religate (if you will allow me) I might say almost every other consideration to the rear.

This feeling has not to any extent subsided, but, with a satisfactory amount of work accomplished to produce a feeling of easiness for the time being, the next point of interest, after I have carefully arrayed my "kit" for another cruise, is to see my name posted up on one of the walls of THE CHAMELEON.

"Father Time," as usual heedless of every consideration, forges right ahead, and I hope it is not saying too much when I say that we are abreast of his foremost step. In this connection I would like to say that as we go a two-fold benefit falls to the lot of each customer we make, and to each and every person we meet in the arena of trade.

The public is a huge mass of discrimination, and generally receives almost every good thing with a certain amount of reticence or suspicion: the better the article the harder it is

I do not see why we should not have to double our capacity here in Canada in another year. I do not

know, but from my experience I would say that there are not going to be many consumers in this Dominion who will carry away from a dealer's store any other lot of paint than that bearing those three big red letters.

This is a growing game, the right seed was put into the ground in the right way by the progenitors of this beautiful business, and in every one of its details you can see the master touch of that wisdom of which it would be folly to associate anything but a rich and abundant harvest.

So far this season I have received most pronounced encouragement from what I would call the *brand gained agents* on 83. I recognize their sympathy, and it does me good to hear them tell of the painters they have won and the houses they have got to paint this spring. All that is what we have been working for, and we feel very much at home with a true S.W.P. man.

But the "otherpellow" over in the next town you make! Price too high, can't get the painters to look at it, did nothing last year to speak of, and they will have to have the cheaper article. A tray of Kimberly's finest diamonds handed to him on a gold

tray would be just as highly appreciated and attractive as the Honest Thing in a full measure package, presentable in every way and with assistance in its sale which should make him holler. "Eureka," instead of reciting that doleful lay. He has to be put in the derrick and hoisted, and I think I know of a few of them who are trying to find a soft spot in the basket.

Yet we have to wear the same old smile with both these boys. In the case of the former it is really a virtuous portrayal of the inward feelings, while with the latter there is behind it a sigh as large as a factory-made cheese.

I do not know whether there is anything of a worthy character in all this, but I want to ask something in confidence, is it not cheering and encouraging to be able to realize after the battle is all over, no matter how hot it has been, that you have left your friend bettered in every way, and that sooner or later he is going to find it out.

This may take him a month or two, a year, perhaps, but who can hide this with a better and more composed grace than this Company, for in the end *time* is the greatest element we have to rely upon.

Be a Specialist!

BY A. E. SCHAFER.

THIS is an age of specializing, and on every hand we find the demand constantly growing for men and women to make a specialty of a particular vocation and by so doing pursue it to such a degree of success as was thought a few years ago to be unattainable.

Such success is due to concentration of thought and effort in the particular direction commanded, for we all recognize the fact that by constant

study and research along one line deeply hidden facts are divulged which would otherwise remain concealed. Who among us is there who at this day would go to a regular practitioner, be he ever so good, for treatment of an eye if he could command the services of a specialist in that line, or who, if he were to engage in the cultivation of rare and delicate plants on a large scale, but that would seek a specialist in that particular

occupation rather than trust to an ordinary gardener?

Now this comparison is altogether true with each one of us in our respective positions. We can be of the passable, ordinary kind or we can become specialists at will. It is as true of an office boy or porter, as of a general manager, and it is this spirit, tending in the direction of specializing, that is so much sought by employers to help bring their business up to a high degree of efficiency.

Our business, being very technical and detailed in its character, requires, in fact demands, more of this quality than do many others, and let none think that proper recognition will not be given to any who display a tendency in the course indicated.

For years we have said, "Not one paint for all surfaces, but a particular one for each," so that the Company have truly been specialists throughout the most of their successful career.

Now, while I believe that in general we have the finest corps of employees in the paint business, yet how many of us are the specialists we might be by more thoughtful effort directed toward that end?

My mind goes back some 14 or 15 years to a call paid the Company by a representative of a large lead factory. He was unprepossessing in both appearance and address, in fact looked anything but the specialist he was, but he was so intimately acquainted with every detail of the manufacture of lead that he became most interesting almost at once. By reason largely of his knowledge, he was such an effective salesman that he worked up a demand for his company's brand that was second in volume to few, if any, in this country.

We all have had more or less opportunity for studying the manner of

those about us and with whom we come in contact, and how quickly we recognize market ability or unusual acquaintance with a subject. How readily we pick out the specialist and become interested in him, especially so if he touches a subject with which we are more or less acquainted.

Look over the pages of that little monthly, "Success", if you will, and see there in every issue the account of large success that has attended specialized effort of both men and women.

Now it seems to me that all we need to do is to get more intimately acquainted with our business; learn more regarding the nature and character of the raw materials entering into our goods, and their relation to one another when compounded; know more regarding various manipulations and what they produce in effect, in fact, learn more of cause and effect throughout the business.

Those of us who have to do with the sale of goods, either by direct representation or through correspondence from the office, should be so thoroughly posted that as intuitively as we know that 2 and 2 is 4 we should be able to tell a buyer or prospective customer instantly just what to use and how to use it, or reply definitely to any inquiry that would be made seeking information regarding our line.

Having informed ourselves to such a degree, we become specialists in the truest sense of the word, not mere salesmen or office men, and who will say but that a very large influence can be exerted on the trade in that way.

However, specializing need not, in fact should not stop within the narrow confines of the Sales Department, but should be manifest in every employee's situation wherever dispersed. There is not a position held

by any one but that can largely help the success of the Company by bringing into it as much of the spirit herein outlined as is possible.

Office boys, clerks, porters, factory hands in whatsoever capacity, in fact all may become "top notchers" if they will, and rank in their positions for decision and action.

with general and department managers and the heads of the Company.

The question then is, shall we be mediocre or shall we aspire to share in the pleasures and advantages which accrue to specialists?

The case is up to each one of us for decision and action.

The Old Guard.

THE line of separation that divides the Old Guard of the traveling force from the New Guard is a wide one of some three or four years. It leaves but four men in the veteran list, E. E. Lewis, C. S. Wheeler, D. E. Fisher and A. W. Ballard, all of whom have represented The Sherwin-Williams Co. on the road for twenty years or over. Those whose

years of service as salesmen bring them at the head of the New Guard can count but from fifteen to eighteen. At last year's Convention the photograph reproduced on this page was taken, and since that time each of the four salesmen has written a brief sketch of his connection with the Company. We refrain from adding anything to what they say, preferring



D. E. Fisher. A. W. Ballard. C. S. Wheeler. E. E. Lewis.
"The Old Guard."

to let the twenty good years stand in the place of comment.

By Ebenezer E. Lewis.

I came with the Company August 20th, 1879. I received ten days posting and started on the road Sept. 1st. The first bill I sold was to C. Eldredge & Son, Ligonier, Ind.

When I look back to that time, and then turn my thoughts to our last convention, I can hardly believe that the force of salesmen in those early days was Mr. W. H. Hogarth, territory. "The United States," wherever he could find a customer," his title was the "Wholesale Salesman." Alas, Sherwood and myself, the "Dealer Salesmen," Clarence and Jim Hanna the "Carriage Trade Salesmen."

When you stop to think, looking upon the picture then and now, it is hard to believe, but it is true.

Perhaps it would be of interest to know who bought the first bill of S.W.P. It was not born at the time I came with the Company. The firm was T. M. Seeds & Son, of Ashley, Ohio, and the bill was for 48 quarts. Ashley is a small town on the C.C.C. & I.R.R. north of Delaware, Ohio.

I came with the New York branch January 1st, 1890, and have traveled what was known as territory 19, now 63. Southeast Pennsylvania, South Jersey, Delaware and Maryland.

The only other territory I have traveled is the one first mentioned, known then, and now, as No. 2, Northwestern Ohio and Northeastern Indiana.

I had not been with the Company but a few months until Wheeler joined the small force, then at a jump came Fisher and Hallard. The Company has been jumping most rapidly ever since, from a modest house in Cleveland to the largest on earth in

the paint trade. We have just commenced and I see no finish until --We Cover all Creation."

By C. S. Wheeler.

I came to Cleveland late in Dec., 1879, and engaged with Mr. Sherwin to represent the then Sherwin & Williams Co. in Michigan. I returned to Utica, N. Y., my home, and was married the 5th of January, 1880.

I went to Michigan early in February of that year and commenced my work, being the first representative whom Mr. Sherwin requested not to sell anything but The S.W. Co.'s products. I remained in Michigan until January, 1887, and then came to the Chicago house, where I have been associated ever since.

By D. E. Fisher.

My connection with The Sherwin-Williams Co. dates from January 1st, 1880, at which time I left the dry goods business and started immediately to carry the grip.

For five or six years I traveled Kentucky, Tennessee, Georgia, Alabama, Mississippi, Louisiana and Florida.

I was then transferred to territory covering Missouri, Kansas, Nebraska, Iowa and part of Illinois. I made about two trips in this territory, going to the larger places only and establishing jobbers.

After this my headquarters were moved to Boston and I covered the New England states and part of New York and Pennsylvania.

Soon afterwards I went to Canada and traveled every town from Windsor to Quebec that had a carriage shop, introducing Q. D. In 1897 I came back to Cleveland and took my present territory, which includes, besides the

city work of Cleveland, the surrounding towns.

By A. W. Ballard.

The writer's connection with what later developed into The Sherwin-Williams Co. began in July, 1880.

It was his good fortune in June of that year to meet Mr. Weare, who was then on a business trip to Northern Wisconsin. Later a written application was made for a position, this application was indorsed by Mr. L. N. Benoit, a druggist of Appleton, Wis., a customer of Mr. Weare and a very warm admirer of him.

An appointment to meet Mr. W. was made, the result of which was that the writer was given \$35.00 for expense money and told to go out and spread himself for a week or ten days, and then report.

At the end of the week the \$25.00 was about gone and a few bills had been sold. Matters ran along in about this way until some time in November, when an order came to report at Chicago, where a contract was made for one year at \$60.00 per month and expenses.

In August, 1881, came a letter from Mr. H. A. Sherwin, giving the writer a very neat compliment upon his style of correspondence, reports, etc. (the letter is now before me) but conveying the unpleasant assurance that he was not selling goods enough to earn his very limited salary, and the still more unpleasant assurance that unless he could make a better showing his engagement with the house would terminate at the end of his year.

The writer had been working like a government mule, and this letter not only made him hot under the collar, but under his entire harness. However, a letter to Mr. Sherwin, or rather to Mr. Weare, reaching Mr. S.,

calling attention to the matter of territory (every good town in the whole territory, Wisconsin and upper Michigan, being in the grasp of Mr. J. B. Hanna), called forth a very pleasant response from Mr. Sherwin (God bless him) and restored the writer's temperament to about normal and gave him the nerve to go ahead and win.

A letter received from Mr. W. H. Hogarth about this time went a long way toward helping him up, and is by him preserved as a relic of the time that tried his nerve.

Later, in 1881, another contract was entered into and fair sailing was had until the fire in 1884 came and for a few days laid off nearly, if not quite, the entire traveling force. In a wonderfully short space of time, however, the factory was again in full blast and the "boys" again out on the war-path.

In the years since 1884 the writer has met with reasonably fair success, and has done his small part of the work which has made the name of The Sherwin-Williams Co. a name to conjure with all over our broad land.

The writer cannot close this hastily written sketch without acknowledging the uniform courtesy he has received from this Company, from its President, Vice-President, Secretary and Treasurer, from every one connected with it in any official capacity, from every salesman and employee with whom he has been brought in contact. He has no more fervent desire than that his remaining years of usefulness, be they few or many, may be spent in their service.

M/W are never downed by changed conditions. If you have been in the habit of crossing the stream on a bridge, don't turn back if the bridge has fallen. Take a boat, or swim.

EDITORIAL

Self-Confidence as a Business Factor.

The keystone of success is confidence.

We may build the arch on perfect lines in every other way, but without the confidence of others and our own confidence in ourselves it will fall in spite of all our props and makeshift supports. There is no substitute for confidence and no imitation that can pass for it. Unless we can inspire genuine confidence we cannot succeed.

The confidence that others place in us is bred from that which we place in ourselves. We cannot expect others to rely upon us and trust us unless we are self-reliant. The forces that lie within us are always the most important and it is through them that we mold not only the outward circumstances and conditions, but also the opinion and thought that are to react upon us from others. If we doubt our own ability or alter in time of action we force the rest of the world to accept the same lack of confidence in our powers. ●

It is this that made Emerson say, "Self-trust is the first secret of success."

The lack of self-assurance, self-trust, self-confidence limits our possibilities and so narrows our outlook that we are compelled to advance slowly. It is impossible for the man who hesitates at every step and only ventures forward when he finds the path perfectly familiar, to make any great progress.

The belief that you can do a thing and a confident willingness to try is what wins.

The man who has to be constantly prodded on by encouragement from

without, who is not a sufficient judge of his own ability and his own accomplishments to know whether or not he is doing well is handicapped for life. The busy world does not stand around watching our every movement, eager to lead and pull us into success. We must do some pushing on our own account. We must be our own weather vanes and not depend on others to tell us which way the wind is blowing.

A correct estimate of our own powers makes good workmen of us, provided, of course that we have ambition enough to set high standards for ourselves. We are our own task-masters in such a case and are not apt to be satisfied with small things; we are independent of compliment or praise, and stimulated, rather than discouraged, by censure.

Such sensible self-judgment and self-confidence engender self-respect and destroy vanity and conceit. They establish a man on a plane of industry that is broad, improving and independent. They lead him to work for success and not for a mere money reward.

Neither to under-estimate nor over-estimate ones forces, but to judge them aright, always using them wisely with intelligent confidence and seeking to enlarge them, is the nearest thing to a royal road to success that has ever been found.

Fitness.

"You can't fit a square post into a round hole," and it is equally true that a man whom nature intended to be a salesman will not shine as a clerk. Two men may each do his best in similar positions; one will succeed, and the other will fail. Why? Simply

because one is an example of "the right man in the right place," while the other is a misfit.

Ulysses S. Grant was a comparative failure in the leather business, and was flouted on Wall street, but as a general he earned undying fame. In like manner some people are not much good at work, but would make howling successes as gentlemen of leisure.

One of the secrets of successful organization lies in discovering what men can do best, and then setting them at it. Of course this has limits, there is no need in the paint business for military tactics, for example, but the same qualities in a man that would make him a successful general in the profession of arms, serve him in good stead if applied to commercial pursuits.

Apart from those qualities that are of universal value—such as industry, energy and intelligence—certain positions call for special characteristics. A few instances will make this point clear: to be a good manager requires foresight, determination, a sense of order, and that indefinable something

called "personal magnetism;" a cashier is all the better for being a little cross in his manner—it prevents the asking of too many favors, and saves him from unnecessary disturbance columns; a salesman needs a thick hide, a ready tongue, a cordial manner, an even temper and an iron nerve. The list might be continued indefinitely, but the foregoing will serve as illustrations. A man has a peremptory right (more, it is his duty) to find out what his qualifications fit him for, and employ his energies accordingly.

There is, of course, another side to this question. Qualities not natural may be acquired. We have the power to fit ourselves for the station in life we desire to occupy, or the one in which a kind fate has already placed us.

We are put into our own hands as so much raw material, from which, with the world's resources as our machinery, and our own wills as the motive power, we may turn out the finished article of a realized ambition.

MORTIMER AL

There are no miracles in a business career. The man who wins success has toiled early and late with all his powers of body and mind. He has been subservient to his ambition. He has pushed aside, because it was the first step toward success, every habit and desire that stood between him and his goal. No man was ever numbered among the successful ones unless he was willing and prepared for Fortune when she knocked at his door. She has never yet been known to wait for any man or boy to prepare himself for her company.—WM. H. MAHER.

BRUSH MARKS

Central Division Notes.

The Sixth Annual Meeting of the Ohio Hardware Association was held in Cleveland February 28th, March 1st and 2nd. Our register for visitors shows that over one hundred hardware men including regular agents, possible agents and dealers handling competitive lines, were shown through the plant. The sleighing being excellent our visitors were driven to

on our framed lithograph hanging in his store, have frequently made the statement that such display as that was only on paper. Before his visit to us Mr. Briggs of course could not say positively that it was not true but now, as he said, he could in no uncertain way take vigorous issue with statements of this character.

During the Hardware Convention



How the O. H. A. men were brought to the factory.

and from the factory in three sleighs, each of which carried four of the S.W. Co. flags, making a very pleasing and striking appearance.

The visitors were taken through the factory in squads and all were loud in praises of our splendidly equipped and well-kept plant.

One of our old and valued agents, Mr. R. W. Briggs, of Frankfort, O., remarked that many representatives of other manufacturers in commenting

Many favorable comments were made on all sides complimenting the P. & A. Department and our methods and system of carrying out the thorough advertising of our products.

Mr. Walter H. Coltingham, General Manager, returned from the East the first of the month. He was called to Havana from New York, during his stay there by the death of his brother.

Miss Laura Kneel is soon to be married and has resigned her position as stock-keeper in the printing department of the P. & A. She has been with the Company some eight years and the department regrets her resignation exceedingly. The best wishes of all follow her for a long life and a happy one.

On account of the unusual humidity of the weather during the past few weeks we have had considerable difficulty in securing absolutely dry saw-dust, and some of our agents have complained of the fact.

We are very glad to say, however, that this difficulty is being reduced to a minimum at the present time and we do not anticipate any further trouble. We call the attention of the representatives to this matter in order that they may be fully posted should they meet any complaints from their customers.

Mr. M. L. Sims spent a few days of last week in Cincinnati in company with Mr. Quinn carrying on some special tests for the P. & A. Department.

Shipments of "Kojal" are now moving regularly, the gross shipping weight of even cases aggregating 128 lbs.

Miss Minnie A. Wilnot has been added to our staff of stenographers on account of the constantly increasing business which we are handling. Miss Wilnot was formerly with our Cleveland agents, Davis, Hunt & Collier.

Among the large orders that ushered March in for the Railway Department was one calling for 7500 gallons P.M.-5 and 500 gallons Special Black for Iron Work.

The unusually large amount of work that our Sample Department is carrying at present has made it necessary to carry forward a number of orders for "P.M." boards. We are now, however, caught up with all orders.

There has been considerable delay in the delivery of "Armenta" on account of our inability to get bags for it. The paper from which the bags are made is imported from Germany, which accounts for the principle delay. Everything will be in readiness within a few days.

Western Division Notes.

Chicago.

Mr. Richardson paid us a visit in February. This was the first since his illness last year and we were pleased to see him. He seemed to have fully recovered, and we hope he may continue to enjoy his usually good health.

The increase in office work is quite apparent as the painting season approaches. A stenographer and an additional office boy were added to the force in February.

Mr. Pinkerton and Mr. Patterson were both ill for a short time last month. In neither case did the in-

disposition result in a discontinuance of active work for any length of time. We are pleased to report both are better.

Mr. Madill's injury mentioned in last month's issue has rendered considerable inconvenience to that gentleman, but the bruise is healing rapidly.

We have received small shipments of several items in the varnish line, which have reduced the pressure on us in that direction to a slight degree. We hope that we may be supplied with our full stock in a very short time.

We received word from Mr. Weare a few days ago that he had arrived safely in New York after a very agreeable journey.

Mr. Baillie came in from his territory February 21st, and returned on the 25th. He was married "during the interim."

Our card system is in running order and the salesmen are taking advantage of the benefit that accrue from it.

Mr. Hommel has reported his physical condition as considerably improved, and has returned to work, sending us orders from new agents with his accustomed regularity.

March first shipments, larger and more numerous than in the past, were all promptly disposed of.

Mr. Jas. R. Miller recently transferred from the Dakotas to Minnesota, reports a very favorable condition of trade and expresses himself as well pleased with the outlook.

The shipping and packing departments are taxed to the utmost. Additions to the force and night work on several occasions have been necessary to handle the orders with our accustomed promptness.

Kansas City.

Mr. Martin visited us February 21st.

We held an informal meeting at the Midland Hotel, February 24th. In attendance were, Geo. A. Martin, E. S. Donnelly, F. C. Harris, Jas. W. Patterson and Jas. G. Welland. The discussion brought forth the conclusion that this year is destined to prove the most prosperous one for The S-W. Co. Each representative expects to execute a most energetic campaign with that end in view. May success attend them.

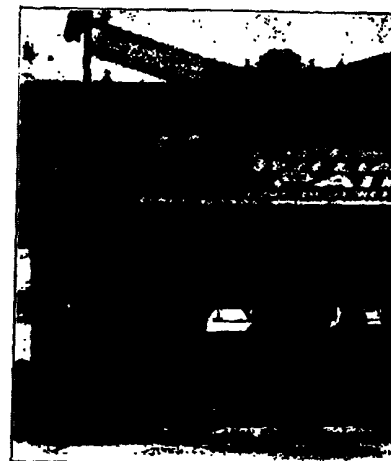
Mr. J. R. Tinscher, our agent at Kingfisher, Oklahoma Territory, visited this office in February. He expressed himself as highly pleased with our facilities and appreciates that they will result in advantage to him, through our ability to supply his wants on the shortest possible notice.

Before the adjournment of the meeting, previously mentioned, the title of "Manager of Pine Tar Department," was unanimously conferred upon Mr. Donnelly.

Mr. Hamill, connected with Faxon, Horton & Gallagher, called on us February 24th.

Eastern Division Notes.

We have had 14 new S.W.P. agents during the month of February and our gallons of S.W.P. sold is more than double that sold last year within the same time. We note this encouragement with pleasure and look for further



Booth used by David Park at Kalamazoo, Mich.

increases still. The present season is the "harvest time" and we believe there was never better encouragement for the strongest energy which we have to put forth. This is the spirit of "expansion" and resolve that must win.

Mr. Albright left us about the middle of the month for a short trip to Cuban and Mexican points. We expect that his visit will strengthen our outposts and hope for good results in the way of business.

Lists of names for "E's" are coming in liberally and evidence is plain that our dealers appreciate more and more this feature of the helps which we are giving them.

We have added a new stencil machine to our shipping department so that we can rush out the full cases

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The return hockey match between Office and Factory was played on the evening of January 30th, and resulted in a tie.

Mr. E. M. Richardson made us a short visit. We are always glad to see him.

We were also favored with a visit from Mr. George N. How of Cleveland.

Our agents in Dawson City are J. & T. Adair. They are prosperous and pushing merchants, and we look to them to handle large quantities of S.W.P. Our first shipment went forward in February by way of Vancouver.

It was with great regret we learned of the wounding of Joe Hornum in the battle of Paardeberg. He and W. J. Wilken, two of our factory hands, resigned their positions in November last, and went out with the first Canadian contingent to South Africa.

Our Manager, Mr. Ballantyne, made short visits to Toronto and Boston during the month.

The glass "Do it now" signs have been placed in prominent positions in our offices, and are a constant source of inspiration.

Toronto.

With a snowfall of thirty-two inches in thirty-six hours we are somewhat set back as far as spring is concerned. This is the condition of affairs here at present, but we are trying hard to make ourselves believe that the painting season will yet come. It is said that all things come to those who wait, so we will just wait.

We had a pleasant visit from Mr. Ballantyne on 8th and 9th, February. We were very much cheered and invigorated by his glowing accounts of the condition of trade in S. W. P. in the Canadian Division. The visit which he paid to several of our city customers resulted in some good strokes of business. We hope to see more of him in future.

Our salesmen all report good business during February and it still keeps coming. We are beginning to see signs which are very much like good business for the coming season.

New England Division Notes.

None received up to the time of going to press.

Pacific Division Notes.

Mr. S. W. Smith succeeded in landing last month for S.W.P. agents, one of the best firms in California, who has stores in four different towns. These people gave him a hard fight and at head-quarters after duly considering decided against us. (One week later Mr. Smith went back and after some good generalizing landed them. We have already had several repeat orders from their stores.

A few days ago we received with sorrow the notice of the death of Mr. Thurman Angell, of Soguel, California. Mr. Angell was our first stock-keeper in San Francisco and was a promising enthusiastic young man. He was obliged to resign on account of ill health a few weeks before his death.

Mr. H. R. Tibbets who has so successfully sold S.W.P. for years on the road for The Orange Belt Paint Co., and who still enjoys the same pleasant experience, called upon us at

San Francisco to-day. This city is not on his territory, but as he has taken a partner to share his sorrows and double his joys, they came here on their honeymoon.

The S.W. Co. wishes them every happiness.

Use the "B-13" Booklet!

The "B-13" booklet of which we spoke last month in connection with the new Promoting Department as the "second P. C. booklet" is intended to do yeoman service and should not be confined exclusively to its use in the Promoting Department.

It is a booklet for the salesmen to use. Wherever and however your judgment shows it can be used to advantage, use it!

Carry a dozen or two around with you and when you get a possible agent interested leave one for him to go over carefully at his leisure.

Specify it as your Town Reports. Use it as you formerly used the P. C. outfit. It's better than the old plan—more concise, more attractive, contains more information and will win more dealers to our side.

Use it every time you want to explain our advertising methods. You can talk as you turn over the pages and tell more in ten minutes and show better the extent of our advertising than in any other way.

The book is bound to make an impression every time you use it. It is a help in your work and you must not lose sight of it.

Suggestions for 1901 Advertising.

The time is not far off when we will be calling on you for suggestions for advertising for 1901, to be considered at our annual advertising meeting in June.

It's not too early for you to begin to make notes. Jot down any ideas

that occur to you on the spot. When a good idea comes to you *note it*, they're scarce, and precious, and we want them. A little note book carried in your vest pocket for this special purpose will help you.

News of the Benefit Association.

The hooks of the Treasurer showed the following condition of finances on March 1st:

Balance January 1st, 1900	\$515.55
Receipts Cleveland,	\$129.63
Receipts Montreal,	16.39
	146.02
	661.57

Vouchers Paid:

No. 654.	T. H. Kittinger...	3.90
No. 5.	T. H. Kittinger...	1.95
No. 6.	Carl Islesior...	7.50
No. 7.	J. Klandig...	5.00
No. 8.	Louis Belmont...	5.00
No. 9.	J. Clement, Mont.	2.90
No. 660.	Wm. Viets...	4.91
No. 1.	Anna Nelson...	10.00
No. 2.	Geo. Burrows...	7.89
No. 3.	J. T. Anthony...	17.50
No. 4.	Frances Barker...	10.00
No. 5.	K. Jansen...	4.07
No. 6.	Car Fare...	1.00
No. 7.	Harriet Adams...	5.00
No. 8.	G. Flanagan, Mont.	8.33
		95.04
	Balance March 1st, 1900	566.53

Record of New S.W.P. Agents.

The work of securing new agents is progressing in a most satisfactory manner. More new agents were appointed in February than in any other month this year.

We are greatly encouraged to see the increased interest being taken in this very important work. We want by all means to hold our old agents, but we expert also to see the number of new ones largely increased in every territory.

(In a few territories the number of new agents secured is not satisfactory and we want to urge the representa-

tives on these territories to make special efforts towards an improvement in this direction.

We give below the highest standing in each Division:

Western Division.
E. S. Donnelly. **31 new agents.**
Canadian Division.
Jos. Lacasse. **24 new agents.**
R. Vincent. **24 new agents.**
Eastern Division.
M. B. Millsbaugh. **17 new agents.**
Central Division.
L. J. Fasnelle. **16 new agents.**
New England Division.
F. H. Webster. **14 new agents.**
Pacific Division.
F. T. Parsons. **14 new agents.**

The Divisions making the highest average per salesman stand as follows:

1st—Canadian Division.
2nd—Central Division.
3rd—Western Division.
4th—New England Division.
5th—Eastern Division.
Pacific Division not reported in time for comparison.

"Kopal."

The sales are increasing and results thus far beyond our expectations. We can stand it, though, so keep it up.

**KEEP
ON
PUSHING—
ALWAYS
LANDS 'EM.**



A large effect from a small window.
M. Stewart, Tecumseh, Neb.

Never A Legitimate Complaint.

The Sherwin-Williams Co.,

Cleveland, Ohio.

Gentlemen:—Replying to your favor of recent date—I have been in the drug business over sixty years, since 1850 in the same location, and have sold your paint ever since they were put on the market, with the best of satisfaction both to my customers and myself, never having had, during the more than thirty years, a legitimate complaint from my trade as to the quality of your goods. Your treatment of me personally has always been all that I could ask or desire.

Wishing the abundant success in the future that your products and methods in the past merit, I remain with kindest regards,

Yours truly,

C. R. McCulloch.
C. R. McCulloch & Co.,
Druggists and Pharmacists,
Fremont, O., Jan. 1, 1900.

It's Worth While.

BY E. M. WILLIAMS.

"No good."
"Very small. Will not pay to work."
"Wants very small. Scratch from list."
"Only two cars. No use to spend time on."
Reports of railroad calls such as the above are constantly coming to us and we doubt not are frequently correct. We have had some instances recently, however, which make us hesitate to believe that any road is too small to yield a pretty good order.

The A. & N. is a little road in Ohio which owns three cars. They could not keep these cars out of service long enough to paint them in the usual way. Our representative suggested that if they would sandpaper them smooth we could furnish them a varnish paint, one coat of which would cover solid. He interested them and ended by selling them:

7 gallons Body Color, in Varnish.
3 gallons Hand Rail Black, in Varnish.
4 gallons Caloose Color, in Varnish.
3 gallons Roof Paint.
6 gallons Truck Color, in Varnish.

In August last we received the following report on the C. I. & E.: "Have tried several times to find the Manager, but without success. Road not much use anyhow."

A short time after we were advised by the representative on an adjoining territory that the offices of this road were to be moved to a town which he visited. The road was given to this salesman, and in October he took their order for:

76 gallons Depot Paint.

The R. C. & B. Ry. owns 9 cars of which 2 are passenger cars. One of these is a combination car, having a baggage compartment. (One of the salesmen who joined us last November took from them on his last call the following order for material to use on these two cars:

4 galls. S-W. Car Primer.
12 galls. S-W. Car Surfacer.
5 galls. Body Color, in Varnish.
4 galls. Truck Color, in Varnish.
3 galls. Varnish.
5 galls. Roof Paint.
2 galls. Inside Baggage Car Color.
The sale amounted in all to over \$80.00.

There are few, if any, of these very small roads which offer an opportunity for business sufficient to pay the first time for the expense of going after it. We would not urge that much time be spent on this work. The roads just instanced very likely may buy no more paint now for three or four years. These small roads do however periodically repaint their equipment. If a call on them happens to be made

at just the right time it is comparatively easy to take a very nice order.

During the last few years they have been deferring for more prosperous times every kind of expense that could possibly be put off. This year they will do more repair work than ever before.

Are we not justified in believing that

Wanted—Photographs of S.W.P. Houses.

A CONVENTION SUGGESTION IMPROVED BY C. S. WHEELER.

IURING the last Convention it was suggested that specifications for house painting. It might wake up some sleepy fellow who believes the only good paint for the outside is lead and oil.

"It would be quite forceable, I believe, and photographs could be gotten of some of the finest houses ever built as a living example of where S.W.P. is used. I would like to see one in 'The S. W. P.' every issue.

"C. S. WHEELER."

We are very anxious to carry out this suggestion. Can you help us? Can you get photographs taken of good examples of S.W.P. houses if the photographs do not exist at present? If you can, send them to us with their specifications. We do not want to commence publishing them until we have a sufficient number to insure a continuous series for a number of issues.

S.W.P. houses are the best S.W.P. advertisements in the world.

"Do It Now."

BY G. B. MEYER, IN "DRUGS, OILS AND PAINTS" FOR DECEMBER, 1898.

UNDER every clock (and clocks are plentiful) in The Sherwin-Williams Co's. establishment at Cleveland, is a conspicuous card bearing the motto, "Do It Now."

clear through the details and incidents of business life right down to the one essential to successful accomplishment—do it now!

We have been taught from the time of our school-days, when time stretched before us like eternity, that "time is money"; but that saying misses the heart of the matter, which is that the time for doing anything that is to be done is now—do it now!

The man that is born with a capacity for doing things and doing them at once is born to success. Delay dulls the edge of execution, procrastination filches opportunity, the present is ours for action, the future may destroy the opportunity. Things do not get themselves done, there is only one way to be sure of accomplishing anything—Do it now!

Life is lived, not by years, not by weeks or days or hours, not even by minutes—it is a succession of *nows* until it ends, when yesterdays, to-days and tomorrow are alike gone. Therefore the only way in which work is done, worlds conquered, kingdoms built, wastes reclaimed, reforms accomplished, is by having things done now. The procrastinator, the shirker, the dawdler, the deliberator never added to the impetus of individual or human progress, never ameliorated conditions or added to the sum of human happiness. Reformers, leaders of men, creators of conditions, are the men who see what is to be done and do it now.

Now is with us. Then may never be. The passing moment is ours in which to do the works we have to do; the next moment is ours also when it arrives, but with it come new duties, new desires, elbowing out of time into the eternal. Never the duties of the moment past. Nothing that should have been done at a moment past can

be done at the present moment without injury to the duties of the present—do it now!

When George Washington lay with his ill-clad, ill-fed, unpaid and wretched army of tattered patriots among the bleak hills of Valley Forge, a moment came when by a swift blow he could render Philadelphia untenable to the British, prevent a reinforcement, revive the languishing ardor of the Colonies, and fix the uncertain attention of the French statesman. The task was impossible except to one accustomed to doing things: his army was unfit, the elements and geography were against him. There was every argument for delay and only one for instant action, and that the element in the great General's make-up which impelled him to seize the fatal instant and do it now!

Martin Luther was a plain monk with a faculty for doing things. He incurred the penalties of contumacy and was ordered to do penance at Rome. When half way up the *escalade* *sacree* on his knees the thought came to him: "I am tight; there is a reformation to be accomplished." The penance was never completed. The almses against which Luther inveighed were abolished. For right or for wrong the world was revolutionized, simply because this contumacious monk found something to do and was accustomed to do it now!

Ignatius Loyola was a soldier in the Spanish army, not remarkable for regularity of life or for devotion to his Church. One day an idea struck him: Luther's subversive cult could not be successfully opposed by the ecclesiastical forces then at the disposal of the Church. There must be a new organization, trained in the subtleties of theological argument.

devoted to the Church, amenable to the bidding of the Head of the Church. He devised the rules of his proposed order, went to Rome, laid it before the Pope, and the Society of Jesus was a fact. It is due to Ignatius Loyola that Luther's doctrine stopped its progress at the Rhine, and that Southern Europe is still Catholic.

Ignatius Loyola was a man accustomed, trained to do it now!

A whole system of industrial organization might be built upon this little sentence, and no individual, no establishment, no state that is founded upon it can possibly go to wreck. Time and eternity contribute to the success of those who do it now!

An Argument Against the "Lead and Oil Man."

BY LEWIS M. WILLIAMS.

IT is easy enough to convince a man that paint can be mixed more thoroughly by machinery than by hand. We are all familiar, however, with this retort.

"Well, anyhow, I prefer to mix my own paint. Then I know just what is in it."

In other words, the distrust which the "lead and oil man" has for the paint manufacturer over-balances a point of superiority acknowledged to be in the latter's favor.

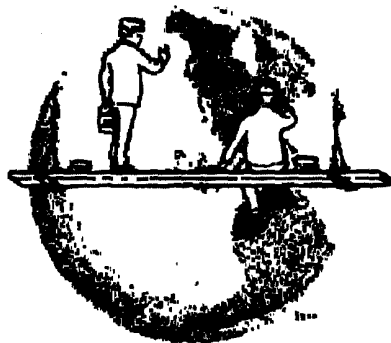
The man who insists on *seeing* what goes into his paint should also insist on analyzing every glass of water that he drinks: should insist on seeing the milk that he drinks as it comes from the cow, for impurity in water and milk is a question, not of dollars and cents, but of life and death. When he buys varnish, he should go to New Zealand, *see* the gum dug up,

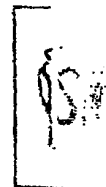
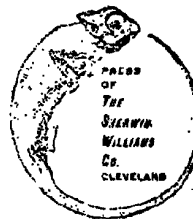
accompany it to the factory and be present during the manufacture. Then he would *know* what he is getting.

He doesn't do any of these things. He argues that it would be a loss of both time and money, and he is right. Then he turns around, and loses both time and money in mixing his own paint.

He trusts the analysis of the water to another. He trusts in the honesty of the milkman and the varnish maker. To be reasonable and consistent, he must trust the paint manufacturer as well. For, aside from the mixing and grinding, where it is granted that the latter excels, paint making is largely a question of honesty.

The high standard and business reputation of The Sherwin-Williams Co. are, in themselves, the best guarantee of honesty.





**T H E
CHAMELEON**

*March Number
Nineteen Hundred*



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