

The Chameleon.

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NOVEMBER AND DECEMBER, 1903.

No. 11-12



A NOTHER successful annual convention, again marking the close of a year of largely increased business, was held at the Company's general offices, Cleveland, during the week beginning November 9.

Successful conventions and satisfactory business years have become a part of the history of the Company. But success has in nowise brought apathy. On the contrary, each success has but placed our standard higher. Continued progress and growth is looked forward to with assurance—because of the continued efforts that will be put forth to bring about that progress.

The same enthusiasm, the same loyalty, and the same earnestness in discussing ways and means for improving methods and extending trade that characterized all past conferences of the proceedings. In attendance are in better development, to consider the Company. This year the discussions were on a higher business level than ever before.

Hard practical business of each proposition—was the convention. But underlying enthusiasm—a feeling that we raised them from the commonplace. Every man was and every man did ing the conceivable success.

Concentration
speech, in action,
of the convention,
will be the guiding
business of the
concentration
that have built up

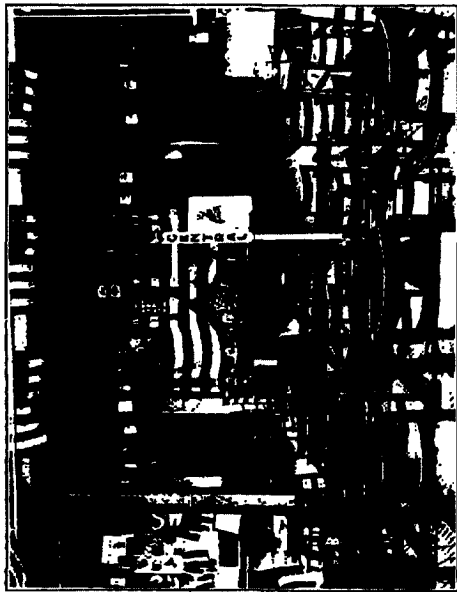


Renewing Old Acquaintances

ventions, were again marked Each year, however, those position, from experience and business conditions of the discussions were more pertinent, level than ever before.

—a striving to get at the heart order of every session of the the discussions was a spirit of were bound to win—that commonplace.

Every man was and every man did ing the conceivable success. *in thought,* was the key note and *concentration* principle of the ensuing year — along the lines our business and



Platform and Partial View of Club Room.
The Decorations were very Attractive.

made each succeeding year greater than the one before.

The Full Line idea was predominant at every session and will be the battle cry of the year. Every one appreciated its importance to ourselves and to our agents, and that our greatest success would attend its fulfillment. Greater assistance than ever before will be given S.W.P. agents, the selling organization will further concentrate their efforts in the agents' behalf and endeavor to have them carry *The Full Line* and confine their paint stock to the Company's products.

In no previous year was greater advancement made than in 1903. New paint and varnish plants, offices and warehouses, and a dry color works, the largest in the world, were built at Chicago; the plant at Newark was extended so as to double its capacity; a new varnish plant was completed and a paint plant, the largest of its kind in Canada, is now being erected

at Montreal; new general offices are under construction at Cleveland; and offices and warehouses were established at San Diego, Cal., Winnipeg, Man., and London, Eng.

The record of 1903 is an inspiration for a still greater future, the convention of 1903 gives confidence of its attainment.

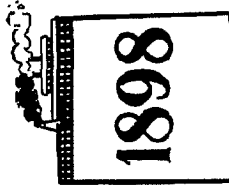
The Opening Proceedings.

Representatives and managers arrived at the general offices Monday morning, November 9, long before the hour of opening and the interval was spent in renewing the friendships made at previous conventions and welcoming the new members of the traveling force. It was a good, old-fashioned, get-together greeting, showing a strong bond of good fellowship.

The convention was called to order by Mr. Cottingham at 9:30 o'clock. After roll call he spoke the following words of greeting:

Mr. Cottingham's Address.

Today at Washington representatives from all parts of the country are gathered together in Congress. They are there to study the conditions of the country and to provide for its welfare. What that meeting is to the United States, this meeting of representatives this morning is to our Company. We are here to consider seriously and earnestly the conditions affecting our business and to try in every way possible to



provide ways and means for continuing the splendid progress to which we have become so accustomed.

You have again earned our thanks and our congratulations by the splendid work you have accomplished during the past year. The gain made has exceeded anything which we have ever accomplished in the past, notwithstanding the fact that we have made some remarkable records.

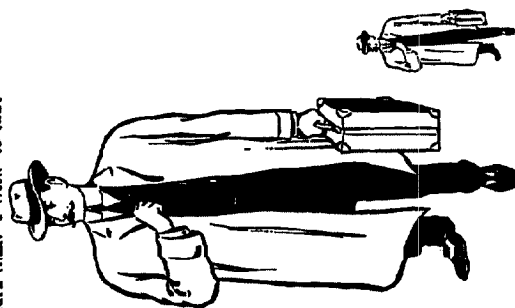
The estimate which we made, as most of you know, at the beginning of the year was by far the largest that we had ever attempted, but I am pleased to tell you this morning that we almost reached it—within a little more than one per cent—and considering the size of the estimate, the showing is a very creditable one to all who took part in the magnificent results which were accomplished.

It may be a surprise to some of you to know that the percentage of profit which we made during the year was less than a year ago, which was due to the higher cost of our raw materials which more than offset the reduction in cost of linseed oil. There is always a popular opinion among the trade that when linseed oil is cheap the paint manufacturer makes an extraordinary

Total Floor Space occupied by the Company in 1898.

growth of the Company during the last five years.

I have prepared an exhibit here which illustrates the progress which we have made during the past five years, and before showing it to you I want to confess that mixed with it is a little personal pride and vanity, because the period which it represents covers the same time that I have occupied my present position as general manager of the Company. I hope that nobody will think from that remark that I wish to take to myself all the credit for the progress that we have made during that time. On the other hand I recognize that my part has been but a very moderate share. The first credit and by far the greatest credit belongs to our worthy President, our late Vice President, and our Treasurer, for it was through their earnest efforts and hard work during the long years in which they have been connected with the business that they gained for the Company such an excellent reputation and



Total Floor Space occupied by the Company in 1903.

The Selling Force of 1903 compared with that of 1898.



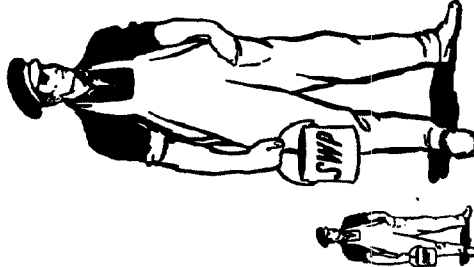
established it on such a solid foundation.

In what we have accomplished the last five years we have simply made the most of our opportunities. We had a magnificent foundation to build on and we have worked it to the fullest extent. The times and the business were right for the strenuous and persistent efforts that have been put forth.

Total Sales in 1898.

One of the principal reasons for showing this exhibit here is in order that it might serve as a matter of encouragement to us. There is nothing that so convinces a man of his own power as progress and success. This illustration is far more the result of your work than of ours and I think you ought to take encouragement from it. What we have done in the past we certainly can do again, and I don't hesitate to say that in five years hence we shall be able to look on a picture that will put this very much in the shade.

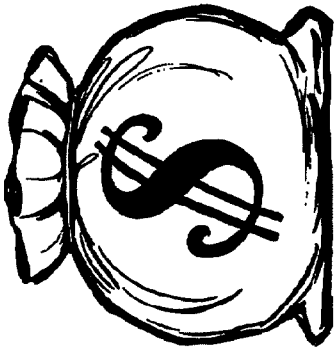
Just a word on the present outlook. It is true that there are a great many people in the country who think that we are on the eve of hard times, that there will be a slackening of trade all over the country, and it would be foolish for us to disregard such a sentiment and such a feeling, but I want to say to you in the most emphatic language that we are not looking for a panic or hard times. We are prepared to put forth our best efforts as in the past, and by our progressive methods, if hard times come to the country, we don't expect them to come to this Company. I have been through one panic myself, so



Comparison of Total Number of Employees in 1898 and 1903.

I feel that I don't speak altogether without experience, and during those hard times we were able to keep on making gains. I have observed that in hard times the majority of concerns get frightened, let up and don't put the same exertion into their work. It is true that there is not so much business going but there are not so many people after it, and we hope by special efforts to get our share. That will be our policy, no matter what the times are.

I was very much interested in reading the address that Mr. Ridgely, the comptroller of



Total Sales in 1903.

currency, delivered at the Bankers' meeting which was held in San Francisco recently. It was certainly very optimistic in tone and he quoted some very interesting figures. He pointed out that the country was in much better condition to withstand hard times by reason of the increase in the wealth of the people, that the farmers especially had not only paid off a great deal of debt, but had money in the bank, that the increase in the wealth of the nation during the past ten years had amounted to over 50 per cent, that the value of the agricultural products of the country was constantly increasing—he estimated that this year it would amount to five billions of dollars. These are large figures; and we should take encouragement from them, because our business comes from the country. A short time ago I had a very carefully prepared statement made up to show where our business came from. I found that over 90 per cent of the towns in which we are established have a population of only five thousand and under, and that 53 per cent of the towns that we are established in have a population of 200

to one thousand, which shows that our business comes from the country districts. So as long as the country is prosperous, I feel that our business will be prosperous, and that is what gives us confidence in the present situation.

Our meeting this morning is tinged with sadness when we remember that this is the first time we have met since the death of our late Vice-President. I am sure that he will be missed by all who knew him that are here present this morning, because he was very close to the traveling staff and I know that he entertained the very highest opinion and the kindest feelings for every member. A year ago, when he was so seriously ill at Baltimore, this body of men sent him a message of condolence and I happen to know that this message was received by him in a most appreciative manner. He turned to Mrs. Williams, who was at his bedside, and said, "I want you to know that those are the sort of fellows I am associated with. They don't forget me." Why should we forget him? As long as this Company lives, Mr. Williams' name will live with it.

These flowers that are on the table were sent by Mrs. Williams in loving memory of the absent one. Let their sweet fragrance keep fresh in our memory the recollection of him who was so highly honored and so much loved by all in this organization.

We have a very busy meeting before us that will tax all our time, and I hope that you will give us your very earnest and careful attention. We have a most excellent motto for our meeting this year—*Concentration, in thought, in speech, in action*; and if we keep that before us as we go through the meeting, I am sure we cannot fail to accomplish all that we expect in coming together here this morning.

The General Business as it is to-day. Illustration showing the average increase in all Departments of the business since 1898.

Continued applause followed the conclusion of the address of the Vice President and General Manager. His words were given an appreciative attention that showed the close sympathy that exists between the management and the representatives.

President Sherwin was warmly greeted when he rose to voice his welcome.

Mr. Sherwin's Address.

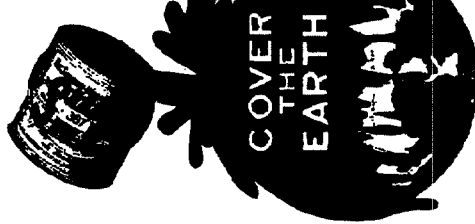
As the years are added to our lives, so the last seems shorter than the one before, and I presume it is with you as it is with me.

It seems but a very short time since we met here before under similar circumstances. To me, having been so closely identified with the development of the business for so many years, these gatherings are naturally most interesting and there is something that perhaps words cannot express in the feeling I have when we come together annually at these meetings. Therefore, you can perhaps see how I can cordially welcome you and extend a very hearty greeting more than ever before. I hope to meet the veterans personally; of course I know them best. There are new men, even those who have been with us two or three years, that I have not been able to become acquainted with.

To the new men who have come with us very recently, those whom I met in my office this morning, I might say a word to you alone. No doubt you have had a great deal of instruction and coaching. You will have a great deal more here, and I might try to say a word to you and yet I might fail, because I cannot express it myself. There it



The General Business as it was in 1898.



The General Business as it is to-day. Illustration showing the average increase in all Departments of the business since 1898.

something intangible, inexpressible, in what you may get in the spirit of this concern, this Company. There is *something* that has made it what it is. That *something* will continue to make it grow—that *something* will make you successful, if you don't catch that *something* pretty quickly you will not join in the success.

Let me urge you new men to try to get that. It is possible that I might give you an idea of it, by endeavoring to show you that this business has been established by good, hard, truthful, I might say honest, persistent work. We don't object to play in its time, but there is a deep earnestness and a deep enthusiasm which comes from the ability that we have gathered about us, and as far as I can see in your faces, we have just the same kind of stuff we have always had to make a success, and I see no reason why each one of you should not have your part in it. Therefore I hope you will learn *what this something is*. I could doubtless get testimony from the older ones that there is something in this that I have tried to mention. And lastly I hope that you will have a very profitable convention this year.

Mr. Fenn followed with a rousing speech of hearty welcome. His words brought forth frequent applause.

Mr. Fenn's Address.

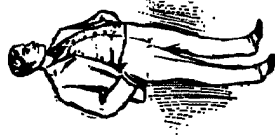
Oh my, what a family! I wish that President Roosevelt was here this morning: I am sure he would be satisfied with the increase of this family. This reminds us somehow of the good old Thanksgiving time that I can remember, when the children came home and the family was together. We had to double up, sleep two in a bed, and we were ready to do it again, we are ready to pack in and make room for the new ones and for all the old ones, and to rejoice together in the family reunion, for this is a family reunion. We only wish, that as the old reunion, it was entirely perfect, that we had the wives and the babies here now, that we could add them to those that are of our loyal ones here; because I happen to know that some of the wives have worked about as hard as the salesmen themselves. And I don't know but they have endured as much as the salesmen in a good many ways, although not always getting the

sympathy. While the salesmen have to go out, the wives have to stay by the ship at home, and we don't always realize in the turmoil and in the rush—we can cast about and take care of ourselves—what it means to sit at home; time does go slowly, so why should we not in this reunion remember the wives and babies.

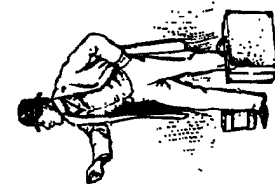
Well, I am glad to say the treasury is in fairly good condition, and to the last dollar we stand pledged to help you and to give you a good time now and a good time for the future, a good time all the way through for good men. And I think from the ring of the speeches this morning and from the ring of the speeches that you have had oftentimes before, that you know there is no place in The S-W. Company from the office boy to the president for anything but good men—no place for any man that does not estimate the standard of a true man through and through.

We are not simply working for the financial side of it; we are working to make better men, to make a better country, to make better customers, to make those that we sell goods to appreciate their connection with The S-W. Co. In competition with other trade, any honorable competition, we never bow to a dishonorable act, and we trust that we have not a salesman that would be given to a dishonorable act for the sake of selling a thousand dollars worth of goods. The business has grown along these lines most assuredly for the past twenty-five or thirty-five years, and it is bound to grow in that way. With the success it has had it is proven that the greatest success can only be made by honest, straightforward, hard-working competition. That's what we want, that's what makes success.

I am glad to meet you all here but I hope that you will not expect that I can call you all by your first names or even by your last. It is one of our regrets that you know us so well and that we can not in turn call you by name. But rest assured that you have a great place in our hearts, a great place in our lives, a great place in the development of the business,—not for the business itself—but for your living, your family and your interest all the way through, for the interests of this business are not widely separated from the interests of every solitary man that is connected with it from first to last.



T R A D E S A L E S



IMMEDIATELY after the opening addresses, the work of the Trade Sales Department was taken up. This department has grown to such an extent that four sessions were necessary before the field was entirely reviewed.

The first session was in charge of Mr. Geo. A. Martin, Manager Divisions West.

In introducing Mr. Martin, Mr. Cottingham stated that the department had two problems before it: *How to get the goods on the dealer's shelves; and how to get them off again:* entirely on these problems.

Mr. Martin referred briefly to the condition of the country at large and stated that after traveling extensively throughout the West, he believed the prospects were as bright as a year ago—and that meant that every man was in position to do better work in his territory than last year.

The importance of the full line was urged and in order that all might have a better understanding of the care taken in the manufacture of our products, Mr. Beardslee, General Superintendent was asked to speak on some of the methods employed.

The General Superintendent's Address.

Mr. Beardslee: It gives me great pleasure to say just a few words this morning, because it gives me a chance to speak for the department which I represent as being a part and being entitled to at least

some of the credit for the business as it now stands today. Aside from what the policy of the Company may have recommended, the people connected with the manufacturing department have always stood for good goods; they have stood for the best goods that could be made, and they have stood for honest goods and honest dealing in manufacturing; therefore I cannot help but feel that in as far as we have stood for that, we are entitled to a measure of the credit that we see in the results of today.

I want to speak just briefly this morning about a phase of our work that perhaps has not been called to your attention in the past. We have in times gone by talked with reference to the manufacture of the goods—how they are made. We have told you about the great care that we exercise in the selection of the materials, great care that we exercise in putting them together and in checking, to have the output of our factories uniform and standard in quality; but I want to speak this morning about a feature of our work that perhaps you don't know so much about, and that is the work which we are doing along the lines of original research and experiment. I wonder if you ever stop to think what it means to a manufacturing department of a company to put upon the market as many new lines, as many additions as this Company has made within the last year or two, and have them all or practically all with very few exceptions, step immediately into the front rank with goods of other manufacture, and like S.W.P., like Q.D., become the standard of quality for the country.

I wonder if you have ever stopped to think about the conditions which made a result of that kind of thing possible. I can give you perhaps an idea of what makes that possible when I tell you that last year we spent a very large sum of money in work that gave no immediate result, in investigation, in experimenting, and in research. Now then all we get out of that is

a better knowledge of the materials with which we have to deal, a better knowledge of how they are going to act when used with each other, and a better knowledge of the kind of results that we can get, and in general, a better knowledge of our business.

I want to say this morning that it is the willingness to spend money in such a way that is one of the things that places The S. W. Co. where it is. We are constantly putting ourselves in position to take up new problems, we are not satisfied; we spend just as much money as ever in keeping in touch with the old things, we do the same work in the way of testing, analyzing, etc.—that's a matter of course—but this work largely extra work along new lines. This work is all looking to the future, and it is that kind of work which enables each succeeding new product that we put on the market to fit in exactly right with the rest of the line, and that is the reason that the full line of The S. W. Co. always represents just as good as the best.

Mr. Cottingham spoke shortly on market conditions and explained that practically the present prices would be sustained throughout the coming year.

Agency Proposition. How to get our goods on the merchants' shelves was fully considered. The experiences and difficulties met with in various parts of the country were brought out. In this connection, Mr. Martin said that the work of the last year had been fine, that we now have nothing to fear from competition in the way of quality and that no other concern has a business proposition that compares with what we have.

The subject of shortening up of

agents territory received general approval, and many strong, helpful points were made.

"I think a good many agents are holding up this Company by controlling too large a territory, a territory that they cannot look after. In ordinary towns I don't think an agent is in position to cover more than five or six miles in any direction, and I believe an outside agency will help the old agent—help advertise the goods."—Mr. Boomer.

"I think we ought to get in agencies just as close as we can, but not to interfere with the business of an old and enterprising agent."—Mr. Ballard.

"The closer you get the agencies the better. Don't let an agent cut prices, show him you are boss and if he does not maintain prices, cancel the agency."—Mr. Donnelly.

"I think agencies can be put in closer where the territories are distributed enough so that you can give a man an outlying territory."—Mr. Billau.

Mr. Cottingham stated that if we are to grow and expand we shall have to work the country closer. In order to get the greatest benefit of our general advertising, we shall have to have a wider distribution of our goods and wherever we have worked the trade close, it has been found that one agent aids another. It will be the policy of the Company to work the country as close as possible.

The convention adjourned at an early hour in order to make an inspection tour of the factory.

The Trade Sales session, Mr. Martin presiding, continued throughout the afternoon. It opened with a general discussion on the value of personal correspondence between the representatives and agents as conducive to a closer relationship between the two, and on the necessity of systematic work by the representatives.

Mr. Joyce considered system as necessary as hard work in securing business. He recommended procuring letters from successful agents expressing their opinion on the value of the agency, and using these letters as levers on prospective customers.

Mr. Harry Haight stated, that when acknowledging mail orders, he always called attention to some article in the line not already handled by the agent. In addition, on his visits he always referred to some near by dealer handling the full line. No live agent wanted to let the other fellow get any of his trade, and as a protection, he frequently placed a full line order.

Mr. Gallinger had found systematic territorial work a great help. He

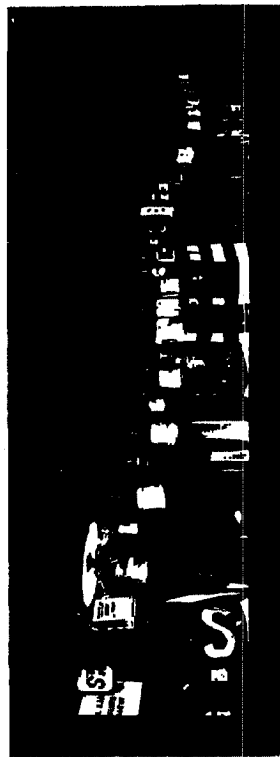
particularly emphasized the need of keeping all appointments with agents—being in the town the day planned.

Mr. Blanchard in addition to following the personal correspondence plan, always made it a point to win the friendship of the junior clerks.

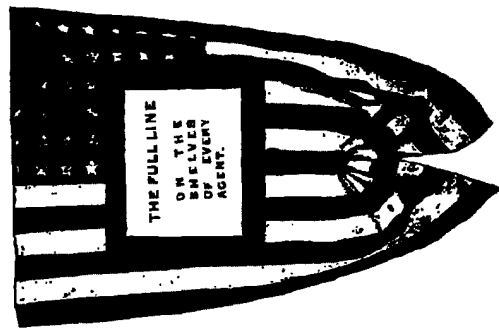
In summarizing these remarks, Mr. Martin laid special stress on the need of persevering systematic efforts in every direction. He maintained, that while system was not at present generally appreciated or adopted by traveling salesmen, the time was not far off when it would be absolutely essential to success on the road.

The various lines listed in the "U" were next taken up in their regular order, S. W. P. coming first. Many representatives spoke on its good qualities and the satisfaction in selling a product of its class.

At Mr. Martin's request, Mr. Beardslee then spoke of the extreme care exercised, and the numerous safeguards adopted in the factory to prevent errors in the making of S. W. P., or poor results from its use. Mr. Beardslee also referred to the subject of complaints on paint. He explained that many of these complaints are due to



The Graphic Illustration of The Full Line in the Club Room. A sample package of each of the lines manufactured by the Company was fastened on to a clothes line with regulation clothes pins and strung clear across the room. A card was attached reading "The Full Line."



uncontrollable causes. These, he said, were, as a rule, the result of chemical changes in the paint itself, and were liable to occur in any paint after long standing.

Mr. Cottingham gave assurance that the quality not only of S. W. P., but of every other product that we make, will be maintained and improved wherever possible.

"But to be able to do this," he said, "it is necessary for every representative to make a thorough personal investigation of every complaint that arises in his territory, and to report it fully and promptly to the factory."

Flur White.—The discussion proved that there was a good market for this article particularly in large cities, for use in painting the interior of banks and large buildings.

A lively talk on Floor Finishes followed, considerable attention being devoted to Floorlac. The results of tests were exhibited, which clearly proved our products to be better than

the other finishes on the market.

Messrs. Sheldon, Johnson, Woodrow, Hare and Wheeler, leaders in Floor Finish sales for the year, enthusiastically expressed their good opinion of the entire line. Their experience had satisfied them that S-W. Floor Finishes were, without doubt, top-notchers.

Messrs. Mowatt, Joyce, Bremberg, Gerry, Green, Blanchard and Sheldon added more words of praise for the line.

The session closed with a brief summing up of the good points of the line by Mr. Martin.

Wednesday's Session.

The full line of shelf goods was the subject selected for discussion during Wednesday. The morning session was under the direction of Mr. H. D. Whittlesey, Manager Western Division.

In his opening remarks Mr. Whittlesey made clear the difference in the meaning between "The S. W. P. Agency" as it was formerly understood, and as it is understood today by the Company, emphasizing that no dealer could now deem himself rightfully entitled to the agency unless he was closely allied with the full line. He also reminded the representatives that they could not consider that they were doing full justice to themselves or the Company unless they were full line salesmen.

The shelf goods as a whole came in for much thoughtful consideration and ways and means suggested for placing them with every dealer.

Family Paint, as one of the old stand-bys, and as a good entering wedge, received much attention. Its growth in sales in the United States and Canada as well as abroad, was graphically shown by Mr. Whittlesey. As at previous conventions, Buggy

Paint and its superiority over similar makes of other manufacture was gone into most carefully. In the general discussion, Mr. Beardslee spoke of the uniformity of high standard which is maintained in the product; also of the care exercised in employing varnish exactly suited for use in paint of this nature.

In considering varnish stain Mr. C. S. Wheeler pointed out its value as a "runner up" for other lines. He spoke most enthusiastically of its selling qualities and its high excellence as compared with the other similar lines on the market.

Floorlac, Enamel, Wagon and Impement Paint, and the other shelf goods came in for their share of attention in a way that brought out very strongly their good selling qualities and the points to be brought forward in placing them.

During the session the representatives showed by their talks that the full line spirit will guide their work during the coming year. Messrs. Parsons, Fisher, Wheeler, Harkness, Boomer, Gallinger, Hare, Benedict, Ballard, and Billau, in brief addresses echoed the sentiments of the entire selling force. The point particularly brought out was that each representative should consider no dealer a worthy agent who cannot be made to see that his best interests lie in placing the full line on his shelves.

Mr. Parsons in describing his method of placing shelf goods, stated that when taking an order he invariably began with the shelf goods, working down through the lines and leaving S. W. P. to the last. In that way he was able to get a larger order with very little effort.

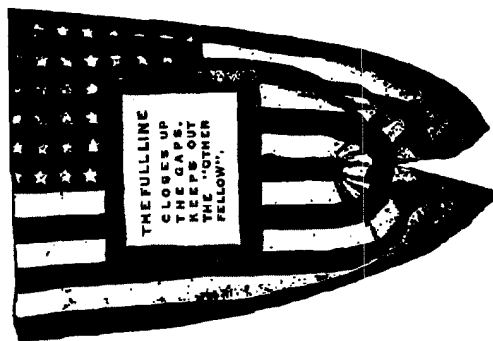
In adjourning the meeting at 12:45 P. M., Mr. Whittlesey again requested that the men go out this year more

determined than ever before to put their whole force into the Full Line—to be Full Line salesmen—in action as well as in thought.

The last session of the Trade Sales Department occupied Wednesday afternoon, Mr. A. M. Parks, Manager of the Western Division, presiding.

Mr. Parks reviewed the position of the Department in rousing words, saying in part:

"Business is a continual warfare. Our goods are our fort, S. W. P. is the tower, and the remainder of the full line comprises the breast works. And let me add, it's a mighty strong fort—there's not a single weak spot in it. Your enemies are ever on the alert to tackle any weak spots they may find. They can only find them when you fail to watch and keep the breast works solid on your territory. You must be as eager in seeking and strengthening weak spots as the enemy



are in looking for them, and so prevent any opportunity for them to attack you."

The various Trade Sales lines were then taken up in order and the good qualities and talking points of each were brought out. The discussions were very pertinent and helpful. And the value of the full line was again emphasized.

During the session Mr. M. L. Sims, Superintendent of the Cleveland factory, spoke on the reason for the excellence of The S-W. products.

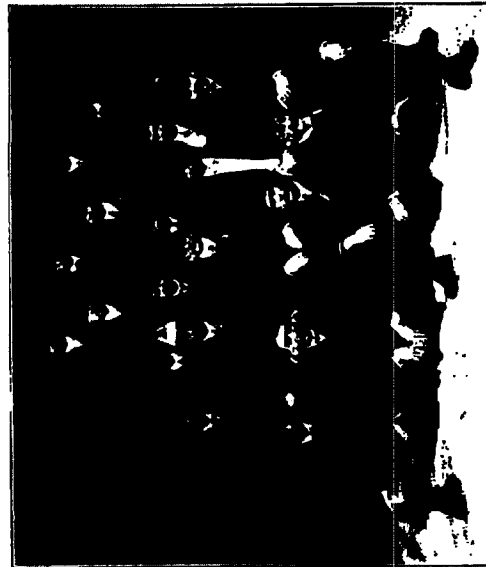
Mr. Sims attributed the high quality of The S-W. goods to brains in the making, selling and managing departments, to exceptional facilities, to good materials, and to proper treatment of the factory employees. He stated that no other company in the world had more money invested in brains than The S-W. Co. He mentioned the care exercised in selecting foremen and workmen in general, and

the high grade machinery used, much of which was designed and built in our own machine shop.

He described in detail the rigid examinations, both chemical and physical, through which every batch of raw material must pass before it is accepted, the methods employed in insuring uniformity of color in the finished product, how full measure is guaranteed, and the different checking systems used in each department.

In concluding, Mr. Sims explained that the general cleanliness found throughout on the inspection trip, represented the every-day condition of affairs, no special preparations having been made.

Mr. Parks in bringing the session to a close stated that he hoped every representative would start out with renewed vigor and enthusiasm, and a firm determination to "hold the fort" on his territory.



New Members of the Propelling Force. Many of them will go on new Territories.



Varnish Sales Department.

THE varnish session, with Mr. L. J. Pasquelle presiding, occupied all day Tuesday. It was one of the most interesting and profitable sessions of the convention. There was never a dull moment and the spirit of the discussions augurs still greater gains in varnish sales.

The names of the winners of the various contests in varnish sales for the year were announced by Mr. Cottingham at the opening of the session, and the prizes were distributed to the successful contestants.

Mr. Pasquelle after briefly referring to the splendid progress that had been made in building up sales during the last year, took up the general list of varnish products. He reviewed this very thoroughly, explaining the good points of each line and bringing out the special arguments to be used in securing business.

The importance of gaining the support of the architect, the contractor, and the master painter, was emphasized, and Mr. Pasquelle stated that the Company would devote more attention to securing their influence during this year than ever before.

Mr. Boughton, a member of the American Institute of Architects who has recently joined the selling force, spoke of the influence of the architect in the sale of varnish. He spoke of the immense trade the architects control and stated that when once an architect specified a manufacturer's goods and found them satisfactory he

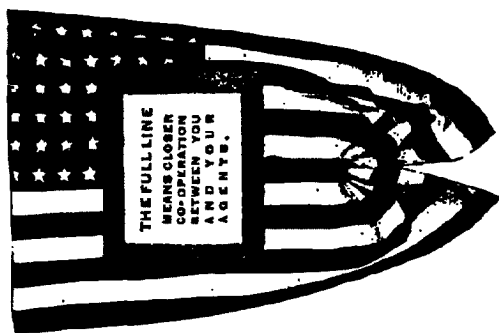
would specify them always. Hence it is most important when your goods are specified, to keep closely in touch with the work and make sure that the specifications are carried out correctly. "It is simply a matter," concluded Mr. Boughton, "of educating the architect as to what The Sherwin-Williams Co.'s varnishes are."

The S-W. Enamel System was fully discussed, and the new Enamel System booklet thoroughly reviewed. A more vigorous campaign will be started immediately to secure our rightful share of the enamel trade.

The character and uses of Snow White Enamel, a new product that is to be put on the market, were considered in detail. This product is designed to give the whitest possible finish obtainable and its introduction called forth very favorable comment.

Mr. Beardslee closed the morning session with a talk on the influence of color and body on the durability and working qualities of our goods in comparison with goods of other manufacturers. He explained the difficulty of making a varnish pale in color with the requisite elasticity and durability, and pointed out that dark color on the other

Concentration in thought and action builds the shortest road to success.



hand does not necessarily mean durability.

The body of a varnish could not be taken as a test of its durability and working qualities, as a varnish could be given an artificial body in the manufacture. The only real proof of quality in varnish comes from an exposure test.

The afternoon session opened with a reading of the consolidated varnish report. This showed a surprising increase in varnish sales over the previous year. It proved how thoroughly S-W. varnish interests are being cared for, and how rapidly they are being developed.

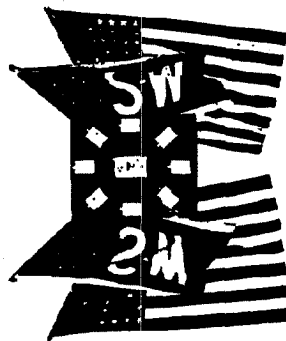
The various lines listed in the varnish price list were again taken up in detail. In closing the session, Mr. Fasquelle

said: "I ask each and every one of you to set your mark high for the coming year, and urge you all to 'double up'. The business is to be had by going after it. I hope that when you meet here again next November, that every single one of you will be able to show double the varnish sales of this year. We have the goods, our prices are right. We're bound to succeed. It may prove hard work, but remember the motto of the varnish department, 'Dig Deep', and the deeper you dig, the more business you'll get."

Regarding the varnish competition, he said: "We intend to continue the varnish prizes for one more year. They are the most liberal ever offered by any company, and should be a big incentive in helping you to 'dig deep'. We want you to appreciate, that by winning these prizes, you not only increase your yearly stipend, but win a reputation for yourself as varnish men that will be worth far more to you than the money."

"In connection with big orders, I should like you all to start out with a firm purpose of becoming 'barrel' salesmen. It's just as easy to sell a sample barrel as it is a smaller quantity, and there's more satisfaction and profit in it for you. See the finisher when the barrel is placed. In case of any dissatisfaction, have him report to you instead of to his office, and you in turn report promptly, in full, to us."

"Go out for the coming year" concluded Mr. Fasquelle, "with The S-W. spirit; breathe it, think it, and you'll be better salesmen for it."



One of the wall decorations in the Club Room.



In opening the C. & M. Session on Thursday morning, Mr. Cottingham thanked the representatives for the splendid increase in C. & M. sales during the past year. "But," he added, "despite the excellent showing, there still remain enormous fields to be developed, and there must be no let up in the work so well begun. Close attention to C. & M. work means the development of a department that will give the Company a wide reputation and help every other department."

Mr. Schafer, manager of the department, was generously applauded and began his remarks by thanking all, particularly the older men, for the magnificent C. & M. totals rolled up during the year just ended.

In comparing the Company's present position in the C. & M. field with that of a few years ago, Mr. Schafer said: "Conditions have changed materially in the last few years. The other fellow can no longer refer to us as buying dry colors from him, nor can he dig under us in any way. Instead of his keeping check on us, as formerly, we now keep check on him. Price cutting has practically ceased, and The S-W. Co. is now looked up to as strongly in specialities as in the old lines."

"But we'll not stand still," he continued, "we're going to keep right on growing, the Company has never spent, or never was so willing to spend as much money for research work and

the development of new fields as at the present time."

In referring to the full line, he said, a salesman's obligations to The S-W. Co. were not fulfilled unless the C. & M. full line was included.

He urged every man to be "from Missouri" all the time, and never to accept an adverse report without "being shown". "Such a man," he explained, "will soon make a reputation for himself among finishers as being a 'prover', and will experience but little difficulty in having his samples properly applied."

Mr. Schafer further said: "The C. & M. prospects for the coming year are particularly bright. We have driven competition 'back to the woods'. We are out for the lion's share of the business, and with such goods and such a selling force as we have, we're bound to get it."

At the conclusion of these remarks, Mr. Schafer took up the subject of Q. D. Colors, reviewing the line very fully. "In this line," he said, "we are alone in the field. Nothing else approaches anywhere near the quality of our goods. Our colors are more uniform, richer, cleaner cut, more

"He who follows two hares is sure to catch neither."

permanent, and will stand more thinning than any other colors on the market."

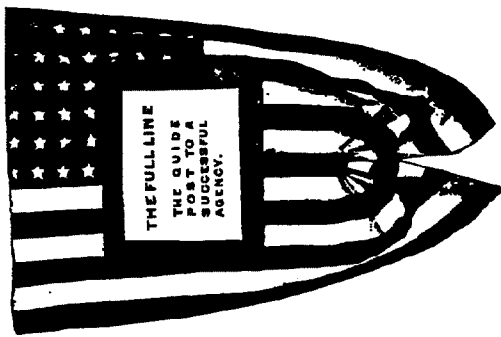
Mr. Schafer concluded the C. & M. work during the afternoon session. The remaining products in the line were thoroughly discussed in their regular order. Their uses were freely described, and numerous good points in their favor were brought out during the talks.

Everybody had a good word for Perfect Method. Mr. Schafer referred to it as "the best and most economical system of carriage painting known, one equally good for large or small shops." It is the recognized standard in the carriage industry of the continent. It is pre-eminently the most satisfactory system of painting for any carriage paint shop. It is a most satisfactory line to sell. We should have our rightful share—a very much larger share—of the trade.

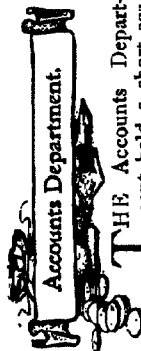
A. J. P. were the subject of considerable favorable comment. It was brought out that repeated tests by the world's largest implement concerns had demonstrated our goods to be "head and shoulders" above the rest. In regard to Premier Non-Fading Red, Mr. Schafer explained that The S-W. Co. made more non-fading red paint than double the output of all other paint makers combined.

Mr. Schafer reviewed the possibilities offered by the C. & M. line for still greater growth. He compared these possibilities to an enormous field, which, despite our past successes, we had not as yet seen, even from the top of the fence.

In concluding the session, he said that he did not recommend specializing on C. & M. lines entirely, because the better a man is acquainted with the entire line, the better his business will be in each respective



line. The Company's most successful salesmen, he said, were the men who sold the greatest number of people, and the largest variety of goods. When business was dull in one line, such men have other lines to fall back on.



THE Accounts Department held a short session Thursday afternoon. Mr. Fenn carefully reviewed the work of the department during the last year and expressed his entire satisfaction with the results, viewed from the Treasurer's standpoint.

He clearly defined the Company's position in the various matters pertaining to the Accounts Department and referred to how well the confidence intrusted in the representatives had been preserved.

Regarding the outlook for the future

Mr. Fenn remarked, that while the sky of the business world was not entirely clear, he saw no need for any special anxiety. He advised, however, greater care in the extending of credits as a purely precautionary measure, the policy of the Company being to take as few risks as possible. As the factories were being crowded almost to the limit of their capacity, he believed that the credit line could be more closely drawn without jeopardizing results in any way.

In this connection, he recommended strictly adhering to short terms as much as possible, and laid special stress on keeping the size of orders well within the limits of each customer's ability to make prompt settlement.

In closing he explained the position of the cashiers of each division and stated, that there was no reason for other than the most cordial and businesslike relations, at all times, between them and the representatives.

Following Mr. Fenn, Mr. A. W. Frank, Assistant Treasurer, spoke of the need of securing prompt payments.

"The successful representative," said Mr. Frank, "keeps both the selling and paying ends well in mind when soliciting business; goods unpaid for, are but half sold."

He mentioned that the Company's oldest customers were those who had always been prompt in meeting their obligations, and referred to the general satisfaction resulting from the handling of such trade.

Andrew Carnegie's idea of concentration: "Put all your eggs in one basket—and watch the basket."



Railway Sales Department.

MR. W. B. Albright in opening the session enthusiastically reviewed the excellent progress made in this branch of the business during the past year, and mentioned several of the biggest roads of the country as being present users of our goods.

"No other line," stated Mr. Albright, "is so easy to handle, or brings one in contact with such a congenial class of trade as the railway line. It is a comparatively easy line to get started in, and once you get started, it's no trouble to hold the business with goods of such quality as The S-W. Co. produce."

He urged every representative to get in touch with the various roads, both large and small, in his territory, and thereby fit himself to fill any vacancy which may occur in the Railway Sales Department. Mr. Albright laid special emphasis on the necessity of making a friend of the painter in every instance, to insure getting our goods fairly tested.

The different products were next taken up and thoroughly discussed in the order listed in the Railway Catalogue. Target Red, Locomotive Black, and Standard Car Body Colors received special attention.

In concluding, Mr. Albright said: "No other goods are so uniform in quality, are so well adapted to their individual purposes, and so thoroughly worthy of a salesman's fullest confidence, as The S-W. Railway Products."



Marine Sales Department.

Mr. E. M. Richardson, Manager of the Marine Sales Department, in his introductory remarks, called attention to the satisfactory showing made in the Marine sales during the last year, and asked that still greater effort be devoted to this line during the coming season. He said there still remained considerable trade to be secured from what might be called unexpected sources, and urged every representative to go after marine business strongly, assuring him of the Company's constant support.

The products in the new Marine Catalogue were then fully reviewed, Aluminium Paint, Anti-Fouling Paint, and Copper Paint, in particular, being the subject of much favorable comment.

Messrs. Parsons, Millepaugh, Vance, Boomer, Sheldon, and Misson expressed themselves as having found the Marine line a very pleasant one to handle, and the different products the best of their kind on the market.

Following this general discussion, Mr. C. C. Ballantyne, Manager of the

"Plan your work and work your plan"—that's the essence of concentration.

Canadian Division, and Mr. Alex. Schlater, Manager of the Pacific Division, added good words for Anti-Fouling Paint and Copper Paint, respectively.

Mr. Richardson in closing stated, that he hoped to see twice or three times as many men on the marine list during the coming year as there are at the present time.



Street Railway Sales Department.

Mr. E. M. Williams, Manager of this department, presided during the Street Railway Sales session. In his address Mr. Williams referred to the department as being "the baby" of the concern, but stated that with a continuation of the excellent care and attention heretofore given it by the representatives, it would soon occupy a conspicuous place in the ranks of the older departments.

In advising, as to the best method of getting street railway business, he said: "See the painter first, and then continue through the shop and the offices till you've met the general manager."

The entire line was then discussed, Messrs. Baker, Elmquist, Parsons, Robinson, Rondthaler, Marston, and Misson all contributing valuable information and suggestions regarding the different products and the best manner of placing them.

Mr. Williams concluded the session with the request for "a long pull, a strong pull, and a pull altogether in helping to bring this new department well to the front during the coming year."



Department of Publicity.

MATTERS pertaining to advertising were taken up at the final session of the convention, Friday afternoon, under the direction of Mr. Harry Dwight Smith, Manager of the Department of Publicity.

Mr. Smith gave a general survey of the work of the department and defined the policy of the Company for the coming year. In this connection he said in part:

Backed up by what you gentlemen said in your June advertising blanks, we are more convinced than ever that the agency plan in the right one, and we have therefore bent our energies towards carrying it out with greater force, greater liberality, and more persistently than ever before. We are convinced that it is the method that will continue to give us the biggest business—pay us best. We believe that we can get a larger share of the paint trade of any locality by sticking to one man, and working with him and through him—providing (and this is the important fact to be borne in mind), the one man we are sticking to is sticking to us—showing as great willingness to foster our interests in that locality as we are to foster his.

We want full line agents in the towns—in every town—and without them, the advertising we are doing can never reach its highest point of efficiency; with full line agents, however, we will back our methods of advertising against that done by any other paint makers on the continent.

The advertising we are putting our best efforts into today may not be as spectacular as that which some of our less thoughtful and less experienced competitors are doing—but it is selling paint. It's getting the business and building us a big reputation, although

it is not doing it with very much red fire and yellow poster display.

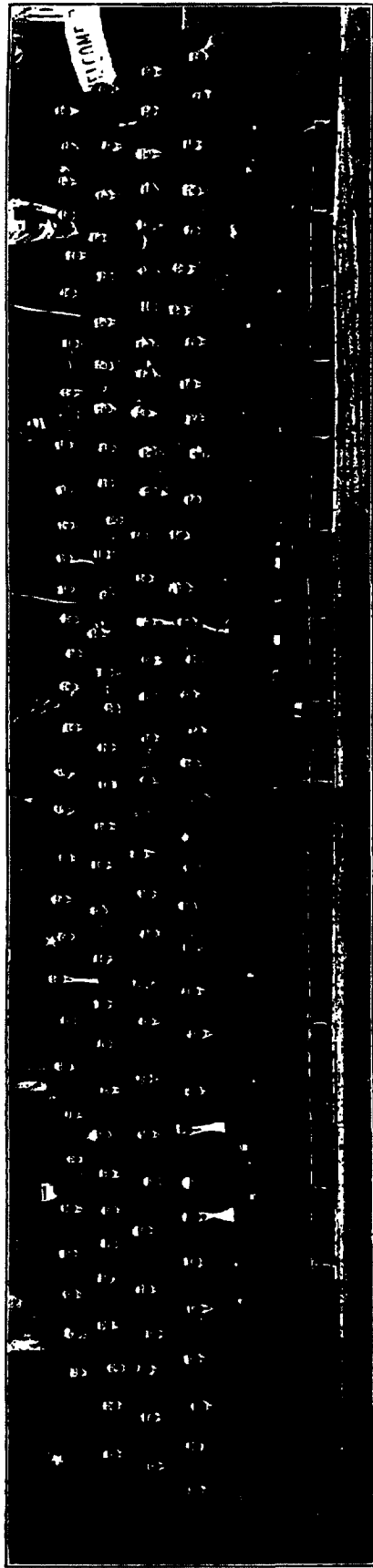
The secret of advertising paint, as near as we can figure it, is to reach the paint buyer, and we believe this can be done better by finding out where he is, going to him directly, specifically, and persistently, rather than by getting on a house top and shouting at random over the heads of a lot of non-paint buying people, in the hope of getting the attention of the real buyers.

Soap and breakfast foods can be advertised in that way for two reasons; first there are fewer non-buyers in the crowd they shout at; second, those who hear them can go anywhere in town and buy the stuff. But paint can't be handled that way, and especially paint that depends upon one agent in the town for its total distribution—and still more specially if that one agent only handles a small part of the paints you're advertising.

We can't use all methods and must choose those that bring the biggest returns. The methods we are now using are bringing us good results, and so far as we are able to judge, bringing us far better results than the other methods are bringing the other paint manufacturers. At all events, they are the methods that have put us ahead of all the rest.

Now, let me repeat that your advertising department is limited in its operation to a large extent by the agency plan. From which you can see that the thing that you

"The important thing in life is to have one great aim, and to possess the aptitude and perseverance to attain it."—GOETHE.



TWENTY-THIRD ANNUAL CONVENTION GROUP.

From a photograph taken in front of General Office Building during Convention week.

can do to help us most in our advertising is to develop good full line agents.

The various advertising features, which were displayed on large blackboards, were then taken up in detail. Mr. Smith explained each feature, and pointed out that, in view of the cramped facilities of the department and the necessity of moving during the season, the greatest effort had been put into quantity and promptness in delivery, and not so much into new ideas and new features. As a result of the special effort, the department is now over a month ahead of any previous year in the advertising matter they have ready and under way, and there is every assurance that there will be plenty of advertising ready to ship with every order of goods.

The display showed, however, that marked improvement had been made in many features. The new "E" made a decidedly good impression, and the large handsomely illustrated calendar for the C. & M. trade, a new feature of this year, evoked much applause.

After recess, the promoting work for

the ensuing year was taken up. Samples of the magazine advertising, newspaper advertising, special ad service work, letters and advertising sent to property owners, architects, C. & M. trade, etc., were displayed on a revolving standard.

The number of agents taking advantage of our personal letter work with property owners, had largely increased last year, and over 50 per cent. of them sent in lists of names that were followed up. And in no instance did the work fail to bring results. It is work that no other paint concern does so well or so systematically, and from our own and from our agents' point of view it is the very best kind of advertising.

Mr. Schafer and Mr. Wise spoke most appreciatively of the results secured from promoting the various classes of C. & M. trade, and Mr. Williams told of the good work done in going after street railway business by mail.

More general use of the special ad service was urged, as it had proven a splendid entering wedge for the use of "X's" by the agents.

In closing, Mr. Smith solicited the earnest and continued co-operation of the selling force in making the work of the Department of Publicity during the coming year as effective as possible.

The Adjournment.

Mr. Cottingham brought the 23rd Annual Convention to a close with an address of much earnestness.

He spoke of the knowledge, experience, and organization necessary to reach the position in the paint industry that the Company holds. He gave an interesting account of the detail of work and the fine system required to care for it properly.

He was greatly pleased by the position taken in regard to agents handling the full line and believed that good progress had been made towards its accomplishment generally, in the sessions of the convention. An S.W. P. agent should mean a full line agent. The great ambition of the Company is to secure the thorough co-operation of the agents, to make them feel a part of The S.W. organization.

He said that of the two propositions, procuring new agents and developing old agents, the latter had proved to be the most important and effective. The best results had always been secured by further interesting the old agent, and trying to make a better business man of him in every way.

In referring to the relationship existing between the management and employees, Mr. Cottingham stated that it was the Company's desire to deal fairly and liberally. As the Company advances the loyal members of the organization will advance, and there is no limit to the possibilities of the future.

In conclusion, Mr. Cottingham said that the true test value of the convention would come when we took up the work of the year. The results of our work will show whether the convention was a real help—whether the spirit of it remained. Obstacles and discouragements had to be met, we were in position to overcome them, and with the right spirit—The S.W. spirit—we would surmount every difficulty of 1904.



The Smoker.



WITHOUT question the most enjoyable event of the convention week was the smoker held in the convention hall the evening of Tuesday, November 10. It seems an almost impossible task to vary the entertainment from year to year, and the versatility of the men who so willingly do their share to make the evening enjoyable is the wonder of those who have the pleasure of attending the smoker.

The program provided was exceptionally good. It differed from that of a year ago, being mostly vaudeville turns. The fun began with an intensely interesting lantern exhibit illustrating the growth of the company in manufacturing facilities since its foundation in 1866.

After the lantern display the following program was given:

Song—Concentration.

Quartette

Mr. Geo. A. Clark

Mr. N. E. Hills

Mr. C. A. Opperman

Mr. C. L. Howells

Song—The Song of the Axe.

Mr. Geo. E. Boomer

Song—Love, the Peowler.

Mr. Geo. A. Clark

Mr. H. C. Ware

Song—Forget-me-not.

Mr. F. E. Davis

Song—Circles and Nussels.

Mr. J. W. Ward

Musical Stunts and Monologue.

Mr. Ralph Baker

Oriental Occultism—The Mahatma.

Mr. J. H. Vance

During the exhibit the following old and new Convention songs were sung with a spirit that augurs well for the

greater growth of the Company: "Cover the Earth" (1901 Convention song); "Expansion" (1899 Convention song); "S. W. P. and S. W. V." (a ditty by the Western Division, sung to the tune of Hiawatha); "The Rambler" (1903 Convention song), and "The Glad Convention Time" (1902 Convention song).

The hits of the evening were the encore song of Mr. Davis, "The Full Line," the monologue and musical stunts of Mr. Baker, and the exhibition of occultism by Mr. Vance. No song that we have had in recent years was received with so much enthusiasm as "The Full Line." Its rollicking air and good words made it a favorite.

THE FULL LINE.

Tune: "Down Where the Whirlwinds Flow."

Oh! Others may sing of the paints that they sell

And the way they are pushing ahead;

There's no end to the beautiful stories they tell

Or the wonderful things they have said.

But there's one little fact makes them all somewhat shy

And tempers the statements they make,

For they know we've passed the whole bunch of them by

At a pace that they can't overtake.

Chorus

For it's on, on, onward and upward we go,

go, go,

And the rest stand by with a sigh as they watch us grow.

We cover the earth with S. W. P.

Wherever we go, on the land or the sea.

Oh! it's win all the time and get in the full line

Along with S. W. P.

Now don't for a minute imagine that we are "cheery" because we're on top;

Or because we've won out with S. W. P.

We're contented and ready to stop.

There are lots of good lines that we want to put in,

And fields that are not conquered yet;

So though we're won much there is still more to win,

And we're out after all we can get.

CHORUS

So it's on, on, onward and upward we go,

go, go;

We're on top, of course, but there's plenty of room to grow.

Concentration and hustle, backed up with the goods

Have driven the others back, back to the woods.

Oh! it's win all the time and get in the full line

Along with S. W. P.

So it's get out once more and it's hustle again.

And it's get in the full line each trip.

And it's put in the varnish, and land C. & M.

And it's look out for railways and ships.

There's nothing too big and there's nothing too small

In this good year of nineteen-naught-four;

And when we have finished and landed it all,

We'll go back and just land it once more.

CHORUS

So it's on, on, onward and upward we go,

go, go;

Not a thing can stop us or block us or make us slow.

Don't know how to quit, we've been at it so long,

We still want to hustle and push ahead strong;

So it's win all the time and get in the full line

Along with S. W. P.

The 1903 Convention song was also very well received. The air is the kind that sets one's head and feet to keeping time.

THE RAMBLER.

Tune: "Didn't He Ramble."

There was a man who had to paint

A house and barn or two;

He looked around to buy the goods,

The cheapest thing in view.

The stores were full of dollar stuff,

With for air guarantee;

But he said I can't find the one

That's good enough for me.

CHORUS.

O didn't he ramble, ramble,

He rambled up and down, as far as he could see;

O didn't he ramble, ramble,

He rambled till he found S. W. P.

He bought the paint and spread it well,

And used it all just right;

You should have heard his neighbors tell

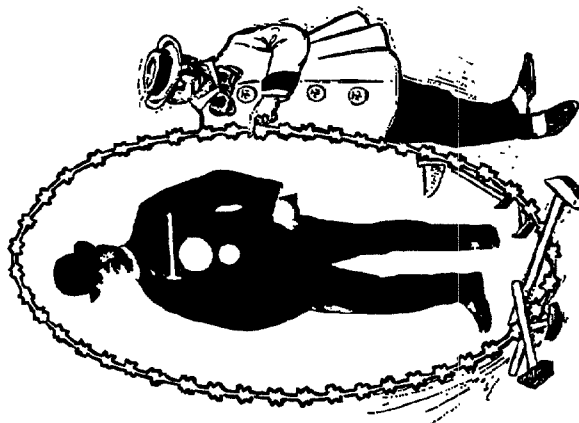
About the glorious sight.

There never was a house so fair,

Or clear and rich and clean;

He says he always will declare

It's the best was ever seen.



Mr. E. S. Blanchard, President of the Top-Nockers Club.

CHORUS.

Now don't be ramble, ramble,
He rambles up and down, as far as he
can see.

O don't be ramble, ramble,
To tell his friends about S. W. P.

Meantime S-W. grew and grew,
Increasing more and more;
Their factories were multiplied,
And good men by the score.

The boys were of the chosen few,
And worked with heart to heart;
And I can tell you what is true,
They always get their part.

CHORUS.

O don't be ramble, ramble,
We ramble up and down to tell the world
its worth.

O don't be ramble, ramble,
We ramble far and cover all the earth.

Mr. Baker was especially amusing.
His grotesque costume and good
"hum" soon brought him close to the
hearts of his audience. The best
thing he did was the organization of
The Top-Knockers' Club, a travesty
on The Top-Notchers, and the pre-
sentation of the club's prize, a hammer
with tin medals attached to Mr. E. S.
Blanchard of the Central Division.

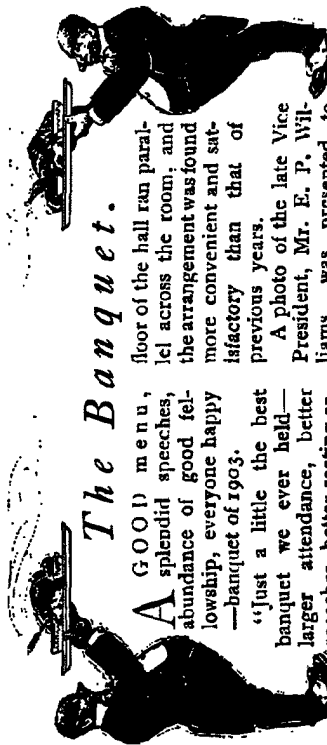
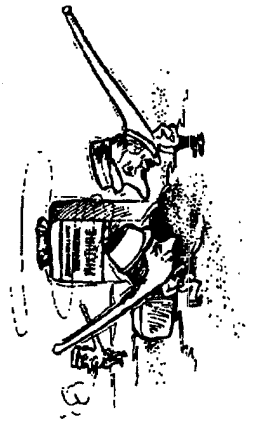
If *Brahma* wills was the keynote

of Mr. Vance's stunt, and *Brahma*
willed many good things. Through
the mysterious power granted to The
Great Mahatma (that was Mr. Vance's
alias), an orange tree was made to
sprout, grow, and bear fruit, and
from the seed which was found in the
orange a little black pickaninny was
brought to life. We have often won-
dered how it is that "Jack" wields
the sceptre in his territory so regally.
Brahma has so willed it, and it is ex-
pected that the coming year the will
of *Brahma* will be productive of a crop
in Mr. Vance's territory more fruitful
to him than the orange tree.

It's not necessary to say anything
about "Harry" Ware—he's always
good.

After the close of the entertainment
the entire contingent, over 200 strong,
marched through the principal streets
of Cleveland, singing S. W. P. songs
and giving the S. W. P. yell. As
usual when the Hollenden Hotel was
reached, the rotunda was circled and
the songs sung with redoubled vigor.

Enthusiasm and good feeling are
never lacking at The S-W. Smoker.



The Banquet.

A GOOD menu,
A splendid speeches,
Abundance of good fel-
lowship, everyone happy
—banquet of 1903.

"Just a little the best
banquet we ever held—
larger attendance, better
speeches, better seating ar-
rangement, and if possible more en-
thusiasm" was the general verdict on
the big banquet that brought to an end
the Twenty-third Annual Convention,
Friday evening, November 13.

The large auditorium of the Cleve-
land Chamber of Commerce was taste-
fully decorated with the Company's
flags and the flags of many nations, in
whose markets The S-W. products are
found, were pleasingly arranged on
walls. An immense "cover the earth"
electric transparency was suspended
from the center of the ceiling; an
electric sign reading "The Full Line"
reached across the north stage and
impressed on the mind of those
present the aim of the coming year's
campaign. Many palms lined the
platforms and bouquets of carnations
and chrysanthemums gave color to the
tables. Beside each plate was a car-
nation favor and an artistic menu
card.

Over seven hundred covers were
laid, filling the auditorium to its capac-
ity. The officials of the Company
and the speakers of the evening were
seated at a table on the platform at
the west side of the hall, and the
members of The S-W. Order of Top-
Notchers were seated on the stage at
the north end. The tables on the

floor of the hall ran paral-
lel across the room, and
the arrangement was found
more convenient and sat-
isfactory than that of
previous years.

A photo of the late Vice
President, Mr. E. P. Wil-
liams, was presented to
each one at the banquet.

The following menu was served:

Celery	Blue Points on Half Shell	Walters
Chicken Soup, à la Reine		
Tenderloin of Beef, Mushrooms		Pickles
Potatoes in Cream		
Chicken Mayonnaise		
Cheese Wafers		
Ice Cream		
Cake		
Coffee		Cigars

Good music was furnished by the
orchestra, and the colored quartette
that has sung for us at many former ban-
quets again added to the merriment
of the occasion. The song in which
they avowed that "Concentration is
our aim" caught on at once and en-
cores were demanded until the guests
learned the words and joined in the
chorus.

Immediately after the banquet the
floor of the auditorium was cleared
and an informal dance held. The
good time continued until 12 o'clock.

The banquet talks were:

Welcome.....Mr. H. A. Sherwin
The Divisions.....Mr. H. M. Gordon
The Representatives (United States).....
Mr. J. H. Vance
The Representatives (Canada).....
Mr. R. C. Mison
The Factory.....Mr. J. C. Berdick
The Inside Staff.....Mr. A. W. Frank
The Management.....
Mr. Walter H. Cottingham

The after dinner speeches were excellent and received most appreciative attention. The speakers ably reviewed the work and position of the departments they represented and their words found a responsive chord in the hearts of every one present.

Mr. Edward A. Wood presided as toastmaster and his contribution to the evening's thought and fun was not small. His sound words of wisdom and happy remarks will long be remembered.

Between the toasts the convention songs were sung and The S-W. yell frequently given with hearty good will.

The Toastmaster's Opening Address

The question was once asked, "What shall the man say who speaks after the king?" and I would thank you my friends to tell me tonight what a man could be expected to say as I stand before you in such a scene and such a gathering as this.

I am sure that I have no fitting words to welcome you all as I would, on this inspiring occasion—the banquet of the 23rd Annual Convention of The S-W. Co., and realizing how little I am able to rise to these heights, I fear that some of you may be reminded of the new benediction attributed, I think, to James Russell Lowell: "Blessed are they who have nothing to say and who cannot be persuaded to say it."

I shall hope, however, for your favorable charity, and trust your judgment may be as favorable, at least, as that of the little boy invited out to dinner who was told by his mother that he must be very careful not to criticise the food. He was very fond of butter and the hostess, noticing this, asked him how he liked it. "Well," said he, "it is certainly very nice butter, what there

is of it." And then, noticing her smile, he added, "But, indeed, there is plenty of it, such as it is."

I cannot but feel, as I stand before you tonight, an increased measure of deep and serious solemnity, as we mark the growing numbers, the deepened earnestness, and the overflowing enthusiasm of these annual gatherings. I believe they must have for each one of us a more and more portentous significance. They are indeed both a history and a prophecy. They are a history, as they bring so vividly before us the continued growth and rapid development of our grand organization; a history, in that they give such graphic expression to the royal good fellowship and sterling principles which have been the solid foundation of this Company's marvelous progress.

A history—as we miss from these recurring symposiums, many dear familiar faces and voices which have been to us in the past such a grateful source of courage and inspiration.

We are missing beyond expression the ready counsel, the bracing courage and ringing words of our beloved former Vice President, whom within the past year we have been called to bid a loving last farewell. And in many of our Divisions and Departments we note sad vacancies that bring up dear memories of those who have toiled and fought by our side, and left their record of loyal and faithful service as a pattern and impulse to every one of us who remain.

When Mr. Sherwin arose to speak he was greeted with a waving salute of white handkerchiefs.

Mr. Sherwin's Address

I want to have you know that I sincerely appreciate such expressions as this of your regard for me, and also the honor of this position.

It fills my heart to overflowing when I see such a grand company of loyal fellow-workers as we have to-night and think of the days gone by when there was such a little beginning but which has gradually increased up to this magnificent showing.

I appreciate your constant regard and loyalty too, to all of my fellow officers; therefore it is with no empty words that I bid you a very hearty welcome and greeting here to-night.

The spirit of enthusiasm and loyalty and good feeling which we have referred to seems



The Banquet Menu Card.

We have won our laurels by head work and clean, straight football, aggressively played. The secret of our success has been team work, not individual playing; and by that same grand team work in 1904, lifting and pulling each other along, we can so distance the field that we will stand out at our convention next year even more pre-eminently in the paint game than today.

In speaking for the New England Division I shall be brief. We commenced in our usual modest way on Pearl St., where the business was done by a staff of two. The business increased steadily, and we moved to No. 14-16 Portland St., where we had a staff of eight, remaining there until the fall of 1899, when we moved to our present quarters, No. 180-6 Purchase St. Our friends, "the enemy", in discussing us, decided that we had taken one step out of New England, and predicted our complete exit within one year. We now have the prestige of selling more prepared paint, by long odds, than any one or two of our competitors, and are recognized by friend and foe alike as the leading paint house in New England.

The New England Division is proud of its connection with this great Company, and doubly so of the fact that we are making the length and breadth of the hitherplace of S. W. P. the family by-word throughout our esteemed President, Mr. Sherwin, who, perhaps but few of you know, was born among the Green Mountains of Vermont. My own connection with this Company commenced five years ago today, and the game has been most interesting. We are doing a little business, have just added our present quarters, and have just given another story, and our staff has grown to twenty-five, but as yet we have only touched

to be a wonder to outsiders. I have been spoken to about it by those who have read something in the papers about us or who have heard about us in some other way; they are surprised and say "Why is it that you have such a feeling, such a spirit in your organization? It was known in the old college days, and in some associations, but very seldom in a business concern."

Well, I don't know exactly how it is, but that child was born a good many years ago, has been nurtured right along and we have it with us—that spirit of loyalty and good feeling.

You must readily see that that spirit has a value. A valuable asset it is to the Company. But I want to assure you, and you will agree with me, if you will stop to think about it, that it is more valuable to you as the individual than it is to the Company as a whole. The enthusiasm and loyalty that you have for your work make you better men and women; they give you value to those with whom you come in contact; they extend to the wives, and sons, and daughters, and I cannot tell how much farther.

I want to entreat you all to foster this spirit that we speak of, The Sherwin-Williams spirit, and believe that we each as we grow older will find the succeeding years happier and of more profit than any of the years that have passed.

"The Divisions"

Mr. H. M. Gordon.

When our Vice President suggested that I speak to you, I felt that I was up against it, and in responding for the outside Divisions, I have been tempted to liken this grand Company to a successful football team.

First, in our Administration and Promoting Departments we have the grandest aggregation of coaches in this country, and as head coach, the Walter Camp Cottingham of the paint game. Here the fine points of the game are worked out, and instructions given how to play the game clean and straight.

The Full Line is as follows: Our quarter back, the Central Division; center, Chicago; full back, Montreal; guards, Kansas City and Newark; ends, Pacific and New England Divisions; half backs, Minneapolis and Toronto; tackles, Los Angeles and San Diego, and two worthy subs, Winnipeg and London; our gridiron, the world; and in our competitors, a team perhaps worthy of our steel.

the edges. There is simply no limit to our possibilities, and as our Vice President has promised to consider giving us our own factory when we have done a certain amount of business, we predict that Plant No. 5 will be operating in New England in 1906.

"The Representatives (U. S.)"

Mr. J. H. VANCE.

It is with great pleasure that I respond to this sentiment, "The Representatives." The meaning of these words as ordinarily used, are well known to every one here, but when we use them in connection with this assemblage tonight, they acquire a broader, fuller meaning. They include every one here, every product of this Company. They are representatives in the full, cat sense of the word.

In mathematics there is an axiom which reads, "The whole is equal to the sum of all its parts." To illustrate my thoughts and perhaps to make them plainer, I will subdivide this whole and describe a few of its component parts. When I mention the name of any person it is not to call attention to their personality, but entirely as regards their connection with this Company.

Here is a sketch (holds up sketch of first factory), which some of you may not be able to see plainly, so I will read a description of it. It was a two story brick building with a total floor space of less than 10,000 square feet. That building was a representative—it represented the birthplace of The Sherwin-Williams Co.

Now let us turn toward the room, there we see our President, Mr. H. A. Sherwin. He is a representative, doubly so, he represents the founders of this Company, one of whom was taken from us but a short time ago, our esteemed former Vice-President, Mr. E. P. Williams.

When we look at the present condition of this Company, and then trace it back to that little building, we find at every step the principles upon which this institution was founded. It was the energy of the founders, their efforts, their adherence to the

"Genius is intensity," and intensity is concentration.

fundamental principles of honesty and industry that made this foundation firm enough to support and maintain what is today "the largest paint and varnish company in the world."

Let us look again. We see the Board of Directors, each one having their separate duties. At the head of this Board we find our Vice-President and General Manager, Mr. Walter H. Cottingham. He is a representative. Centered in his hands are all the details, large and small, that make up the sum total of this business. Every commercial enterprise must have an executive. He represents "action," embodied in the keynotes of the last three annual conventions—"Expansion," "Confidence" and "Concentration," and they have been winners.

Another important subdivision of this whole is our Treasury—"the commissary department," the sinews of war. Mr. S. P. Penn is its representative. He embodies the necessary confidence and caution that must be exercised in the finance department, that our organization may survive. "Confidence" in the plans and in the executive, Caution as to where and how the products of our factories are to be placed.

Enough of the managerial representatives, let us turn toward the factory. I have several hundred representatives here. I see the face of a young lady, I don't know her name, but I saw her at work upon a color card; here is a similar one. This card is sent out to represent our line of colors that we are prepared to supply dealers with. This card is a representative, every moment of labor expended in producing it becomes a component part of the whole, and every one who helps to make this card becomes a "representative."

Let us pass on to the can factory. I see several faces here that I saw there. They are representatives, every can they turn out is a representative. I hold one here in my hand and shall read a portion of the label. "One gallon U. S. standard measure." It represents honesty in business—truly a representative. And so on through all its parts, each and every one is a representative, and their efforts, their thoughts, their loyalty, go out over the world. Where they go is illustrated by our large poster, "they cover the earth"—truly a great representative.

I have briefly touched upon the managerial representation and the manufacturing representation, we will now proceed to the selling representatives, the travelling salesmen. No matter what your management

shall go one better than our worthy manager, Mr. Ballantine, said last year regarding the size of the packages in which we sell S. W. P. (I refer to the large can that stood on the rostrum) and double the size of that package, and keep running the largest paint factory in Canada, and I may say the most modern paint plant in the world.

We in Canada feel justly proud of The S-W. Company, for it has placed at the disposal of the Canadian people the most honest and perfect paints and varnishes ever offered them. It was predicted in 1895, the year we started to manufacture, that our business career would be short, it might last one year or two at the most. They said we could not fool the people with a quality talk. Our present position proves to our competitors that we are not only still in Canada, but that our standing is so high they can never hope to be on the same level with us.

I am often asked the reason of our success in Canada. My answer is, "High quality and honest business dealings." I think what assured our success at the start was the confidence each Canadian representative had in the principles and policy of the Company. They knew that behind such good, honest principles there must certainly be honest products which they could conscientiously recommend to the public.

I think our Vice President and General Manager, Mr. Cottingham, will remember the fall of 1895, when, after a week's schooling, he sent out from Montreal the six representatives he had chosen to introduce and firmly place S-W. products in every city, town and village throughout the Dominion, and the officers of this Company know full well how that mission was fulfilled.

Each convention inspires us with greater confidence in our products, and stimulates us to do our utmost to uphold the high standard of our company, and to increase the sales of the coming year. The outlook for 1904 is certainly of the brightest, as Canada is now enjoying a greater measure of prosperity than it has for some time past. To achieve greater success, one of the principal essentials is a goodly share of stick-to-it-iveness, which is indispensable to success in any line of business. This has been highly characteristic of the Company in the past, hence the position which it now occupies; and if we adhere to it in the future, steady increase will be the result in all of our Divisions.

may be, no matter what your manufacture may be, no matter what your product may be, a selling method must be provided. I can see here over a hundred representatives. They are the connecting links between the manufacturer and consumer. How well they do their work is illustrated by the attention that the other two departments have been giving to them in the past week. Their every thought, their suggestions, their demands, receive the closest scrutiny and consideration. They have been for the past year in all the highways and byways of commerce, north, south, east and west, and are here to represent the demands and necessities of their customers, and consumers. They go out the coming week, with new thoughts, new facts and new lines to supply the demands. With more confidence in their make up, and with the feeling that they will concentrate their efforts so as to be more truly a representative of this Company.

Right here a thought comes to me, when I look into the faces of those who constitute what we call the "Old Guard," Judge Ballard, David Fisher, and Charles Wheeler; they represent more than the commercial union of employer and employee; for nearly a quarter of a century they have been with this organization, they represent the loyalty, the respect, the true feeling between man and man. They are truly representatives.

I have here in my hand a card that is used by all the traveling salesmen. It is a representative, it is emblematical of the clean, clear cut business methods of all the parts that make up this organization, and let me say to you all that there is no moment in my life when I feel more pride than when I present that card to a customer, or a prospective customer and say, "I am its representative."

"The Representatives (Canada)."

Mr. R. C. MASON.

I am very pleased as representative of the Canadian Division, to be present at this our annual banquet, an event which we all look forward to each year with pleasure.

Our Twenty-third Annual Convention which closed this evening has, I believe, proved to be the most successful in every way that I have attended since I have been connected with this Company.

Our position in the paint industry in Canada is on top, but we intend to go still higher. With the large new factory which is now nearing completion in Montreal we

"The Factory."

MR. J. C. BEARDSLEE.

A factory is a place where things are made and The Sherwin-Williams factory is no exception to that definition. We have for many years made not only good paint and lots of it, but we have made history in the paint trade. We have created not only many new lines of goods but we have created high standards.

When you think back to the time when this Company first put S. W. P. upon the market, back to the time when the name "liquid" paint was a by-word, was a joke, and the goods which were put out under that name a delusion and a snare, you will appreciate that it took no little courage to put upon the market the high grade class of material for which this Company has

been noted. And it has been a good many years since that first beginning in a small way, and still I can look out into this audience and can look into the face of the man who made the first gallon. He is here tonight.

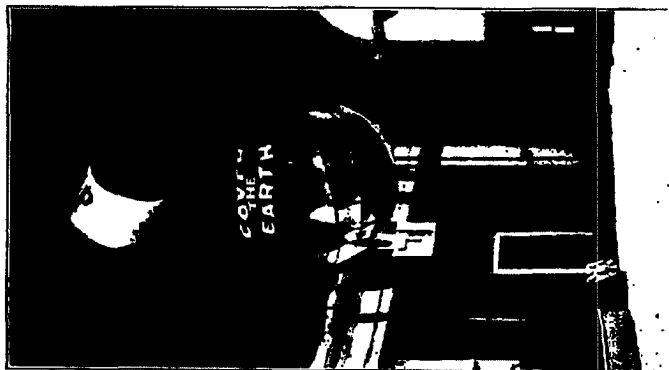
Since that time many changes have taken place. Expansion has gone on, until we have not only the factory here in Cleveland, with which so many of us present are identified and of which we are so proud, but we have other factories, several of them, each one of them although beginning in a small way, none of them in that same small way in which our Cleveland factory began so many years ago. And this is all a tribute to what can be accomplished by hard, persistent, pains-taking work.

Of course a plan back of this was necessary on our part. We are ready at all times to acknowledge our obligations to our worthy President and these others who have aided and directed us with their council. We are ready to acknowledge our indebtedness to our representatives who have carried the goods into the highways and byways of the world and offered them for sale, and have come back and given us suggestions and criticisms that have enabled us to push forward to still greater things.

This is an age when the gospel of the strenuous life is being applied. We often hear in these latter days of the glorious superiority of this country of ours. Many reasons are given for this, but the main one after all is that the people on this continent are a people who do things: they are a people who work intelligently and persistently and are thus able to accomplish what they set out after.

Our factory, as a branch of this great organization, is one of which personally I am extremely proud. I have been connected with it for a good many years now, some 23 in fact, and I have seen it grow, not quite from the small structure shown by Mr. Vance, but from a very small beginning up to the magnificently equipped organization that it is today. And that it has grown in this way is largely due to the intelligent co-operation of those who did its work; they did their work well, and a large measure of praise, it seems to me, for the results that have been obtained in a general way by this Company, is due to them.

It is but natural that each one speaking for his own department should see the achievements of that department with somewhat clearer eyes and somewhat sharper vision.



The large "Cover the Earth" transparency suspended in the Banquet Hall.

As I said I particularly am very proud of our magnificent factory organization; am proud to know the members of it. Many of them have stood shoulder to shoulder with me through all these years. Those who have come in later have very soon caught the spirit referred to by Mr. Sherwin and by that means we are able to have a factory which strictly runs itself, without rules, without unnecessary restriction. Like the best of the colleges, we have our own traditions, our own history that we look back to, that we respect, that we are proud of, that we try to look up to.

"The Inside Staff."

MR. A. W. FRANK.

The S-W. Co. office force does not claim to be the whole thing in the business of the Company, and yet the The S-W. Co. office force does not take a back seat for any other office force in the country. You will notice that we are pretty well down the list in our program tonight, but I believe that is due to our extreme modesty. We are proud, however, to be next to the factory, because we know that the factory is the foundation of our business and they have got to make good by turning out good goods or the whole superstructure will fall to the ground. Then you will notice if you will look on the program that we are next to the management; now I think you will all admit that it is a good thing to be next to the management. The office people are good waiters, but they have in mind the fact that all things come to them that wait. The salesmen have had to hustle while they wait. We are also firm believers in the scriptural injunction that "the first shall be last and the last shall be first," so you see in being so far down the list we are pretty near apt to be Top-Notchers at the wind up.

We, the office force, are on the inside of the business. We have all the dark and bright secrets of the business.

We are referred to as the staff; you all know what a staff is, it supports, it is to lean on; we support and sustain the business of the Company. Another name is the office force; it gives dignity, character to the business; it also gives direction to it. It utilizes the energy of the factory so that it can be put to the best results.

Where is the office? It is bounded on the north by the president, on the south by the office boy, on the east by the factory, and on the west by the selling force. This gives you an idea of the office force and its relations to the business.

The inside staff is the only institution that has the office boy; he is at the bottom rung of the ladder. I can remember, not very many years ago when we had only one office boy, and as I look around me tonight, I see some of the managers of the Divisions, some of the managers of departments who not very long ago were down at the bottom of the ladder, and I want to say to the office boy now, to press on; you may be bill clerk by and by, or even may advance to the important position of entry clerk.

The office is the clearing house for all grievances and difficulties. All classes of individuals come to the office, all these are courteously received.

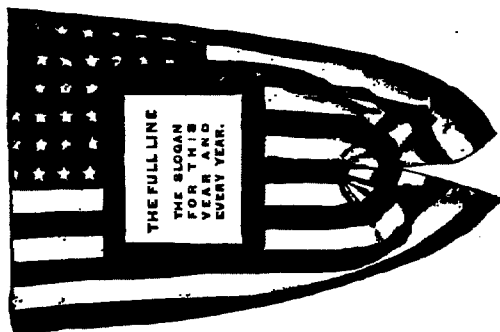
The office is the place where the history of the business is written up; it is a place of record and as a practical illustration of what the office records have done, I will point you to the Top-Notchers who sit at my left; all these gentlemen have been evolved by our office records. Where would our Top-Notchers have been had it not been for the office and office records, and we are glad for the opportunity of evolving such a representative body of men.

They say that figures tell the tale; you cannot get away from them. The office also determines the profits of the business and does all little minor jobs of that character.

I want to speak a moment about the office characteristics—about our office system. While we have system throughout the entire factory we thoroughly believe in having system in the office which will handle the volume of business with accuracy and dispatch. We believe thoroughly in office system, and if we have not arrived at the acme of perfection in that respect at the present time, the time will come when this system will be second to none in the country.

We have machinery in the office as well as in the factory, which aids us in dispatching the business: the typewriter, adding machine, telephone, telegraph, graphophone, and last but not least, the historical pen which has not lost its potency.

Then we have the office specialist. I believe it is the policy of the entire institution to make every man a specialist in his line, although a general practical knowledge of the business as a whole is, of course, a decided advantage to all, and in fact a necessity for some of our staff. We have the sales manager in each Division whose business it is to take care of the correspondence, very largely, that comes in from the irate customer who wants an additional time allowance or discount. When the sales



manager gets through with him and has written him one of his characteristic letters, pointing out to him the immense advantages he already possesses, he is almost ashamed that he has written it, and goes back to the woods.

Then we have the book-keeping and accounts departments, also the cashier who collects the past due accounts. They are not able to get blood out of turnips, but do the next thing to it. And then we have the managers of the Divisions who are able to reduce expenses continually and increase the sales. We have the Promoting Department, which compels the people to paint whether they want to or not, and in order to get rid of the Promoting Department, they will buy paint to stop the correspondence. We have the chief clerk, who does five things at once and everything well. We have the office boys to whom we have referred, who are swift and sure; they are living encyclopedias. We have the file clerk, who can put his hand on any piece of paper you want at a minute's notice, and I think we have the only bill clerks who never make a mistake. And then the entry clerk—and if I have omitted anyone, it was surely not intentional; but I want to say here that you are *all* right. We are not free from all mistakes; we know it, but there are a great many things to consider

when you take into account a large business like ours.

Then, too, we have the ladies with us. No other branch of our business has so many of the fair sex as we, of the Central Division.

Among the things that the office does is the collection of all money by correspondence, if possible, by process of law if necessary. It also maintains the credit standing of the Company at home and abroad, and does other things in connection with our business too numerous to mention, and with which you are all more or less familiar; in short, it keeps things together and keeps the machinery of our business moving harmoniously. It is the tie that binds the manufacturing and selling forces.

Now I want to say a word about the absent office force; we only have with us the Central Division office force, but the others are not here, because of necessity, and I should like to see the time when we can all get together so that they can all catch the inspiration which is ours tonight. I am sure it would help them; I know it would help us.

I want to say in closing that the office force is only one of many that makes the business go, and I am reminded of the simile given by St. Paul, "The whole body fitly joined together and compacted by that which every joint supplieth, according to the effectual working of every part," as representative of our Company, a compact institution with one end and aim.

Let us get together; let us stick together—in the office, in the factory, in the Department of Publicity—so that we may carry on the business of the Company to a successful termination.

"The Management."

Mr. WALTER H. COTTINGHAM.

Our esteemed President certainly struck the keynote of our success when he referred to the spirit of our organization, and the words that we have heard here tonight and the sentiments that have been expressed,

Observe diligently, resolve steadfastly and work with concentration and perseverance.

certainly show that this spirit is in no way diminishing.

I had a striking illustration a short time ago of the impression outsiders get of our Company. We had a visit recently from a prominent English manufacturer. I made his acquaintance while in England and we became interested in each other. This summer he crossed to this side, and as he was a man interested in up-to-date methods, I invited him to visit our plant here in Cleveland. He came and spent two days with us.

When he had completed his inspection of our plant, I said to him, "Mr. Brooks (for that is his name), I am very anxious to know what has impressed you most about our business." The reply came very promptly: "I think that your organization is very thorough and very complete, and that your system is excellent in every way, but what has interested me most and what I have admired most about your business, is the magnificent spirit of your staff. Every man with whom I have come in contact seems to be imbued with the interest of the Company, and to have unlimited faith in it and in future."

My friends, I cannot tell you how pleased I was with that reply; not that it was anything new to me, for I long ago discovered that the secret of our success lies in the spirit of our staff—the spirit of co-operation and progress, the spirit of enthusiasm and good fellowship; these are the things that have enabled us to win the magnificent success which we enjoy, and if we persist in them, they are bound to keep us in the lead.

Any business in order to be truly successful must possess such a spirit. Unless a man believes in what he is doing, unless he has his heart in it, he cannot do his best; he cannot do justice either to himself or to

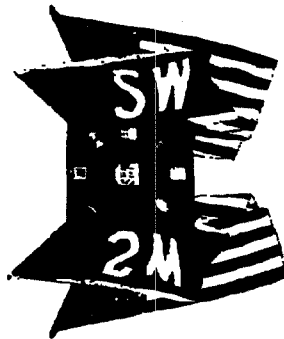
his employer. The spirit in which we do work is more important than the work itself. We are certainly proud of our organization and our system, and the quality of our product. They are potent factors in our success, but more important than the system and the goods are the men who make the goods and carry out the system.

In asking you to work hard and to do your best for this Company, I have one little bit of satisfaction, it is this: I have never yet asked anybody to work harder for the Company than I have been willing to do myself. I believe in hard work, I like it, I believe it is the key to success.

A young man once asked Senator Chauncey Depew, the great railroad executive, if he would not tell him the secret of success. He replied, "Young man, there is no secret to it; it is simply dig, dig, dig." And when Edison, that man of marvellous capacity for work, was asked if he did not believe that genius was inspiration, he replied, "No, sir! genius is perspiration." And so you will find it the world over, the men who have accomplished great things are workers.

I have counted it a fortunate day in my life when I connected myself with this Company. There is certainly something in the atmosphere of our organization that is bound to improve us, bound to elevate us. We cannot help but catch it, and we cannot do anything that will help us more, than to develop the best that is in us.

Business is an empire, and its dominion is world wide. In it there are many divisions and many departments, and all the positions from the lowest to the highest are open to the courageous and the industrious. Let us determine more resolutely than ever that we will be rulers, not subjects, in this great empire.





A special C. & M. session was held in Cleveland, Friday and Saturday, November 6 and 7, the week preceding convention, for the benefit of the special C. & M. representatives, and those Trade Sales representatives who have been giving particular attention to C. & M. business.

It was deemed advisable to hold this meeting, in view of the giant strides of the C. & M. department during the past year. There is probably no branch of the business which is forging ahead so rapidly, and as we go deeper into it, the necessity of specially trained representatives to handle the trade intelligently is all the more apparent.

The management is very hopeful that the special C. & M. meeting will result in greater interest being taken by the men in the work. More C. & M. representatives will have to be appointed from time to time, and those of the propelling force who show particular aptitude in this line will be the ones to get the plums.

Mr. J. H. Sayward, S. W. P. agent at Haverhill, Mass., expressed his good wishes to the Company in convention, in a letter reading as follows:

I trust that I voice the sentiments of all your loyal agents, not only in old New England, but over all this great country of ours, when I say that I hope and trust that the good work of the past may be eclipsed by that which will be accomplished during the year 1904. Yours in the good work.

The general offices were simply but artistically decorated during convention week. The entrance was draped

with flags and bunting, and a banner across the top read "Welcome 23rd Annual Convention." Stars and Stripes, Union Jacks and many S-W. flags were displayed from the windows or fluttered from staffs on the roof, and a very large "cover the earth" sign was placed against the center elevator shaft on the roof. The Department of Publicity was decorated with flags and "cover the earth" designs.

The fact that The S-W. Convention was in progress was made known in the down town district by a mammoth electric sign, similar to the one used last year, over the entrance to the Hollenden Hotel. An illustration on another page will give some idea of its character. It made a very striking display.

Sherwin-Williams decorations were displayed in the large rotunda of the Hollenden Hotel during convention week. Shields, telling of the big convention, and "cover the earth" designs were arranged around the columns.

Inspection of the Plant.

An inspection tour of Plant No. 1 was made by those in attendance at the convention at the close of the Trade Sales session, Monday morning. Although a trip through the factories is a part of the program of every convention, its interest does not wane. The extensions and many improvements of each year, the scrupulous cleanliness and economy in operation that are always to be found never fail to evoke surprise and enthusiasm.

The inspection was made in groups in charge of leaders thoroughly familiar with the work of the plant, who gave brief descriptions of the methods of each department.

A handsome and striking sign advertising Ajax Insulating Varnish was displayed in the convention hall during the varnish session. The sign, which is seven feet high and three feet eight inches wide, pictures Ajax defying the lightning, and was very favorably received.

To conduct a convention of the size the Company holds, with the many interests to be considered, and have each session satisfactory and every feature successful, means very careful planning and much hard work.

The committees who had charge of affairs, and to whose efforts were due the smoothly carrying out of all the details were:

Convention committee—Mr. Walter H. Cottingham, chairman; Mr. J. C. Beardslee, Mr. E. M. Williams, Mr. E. A. Wood, Mr. Harry Dwight Smith, and Mr. A. E. Schafer.

Committee on exhibits and tests—Mr. J. C. Beardslee, chairman.

Committee on arrangements—Mr. Harry Dwight Smith, chairman.

Committee on entertainment—Mr. E. M. Williams, chairman; Mr. E. A. Wood, and Mr. E. M. Richardson.

Committee on hotel and transportation—Mr. A. E. Schafer in charge of hotel accommodations and Mr. E. M. Williams in charge of transportation facilities.

Committee on program—Mr. Walter H. Cottingham.

Leaders in New S. W. P. Agents.

The contest for new agents has been a keen one in each Division

throughout the year. The names of the successful contestants were announced by bulletin at the convention. The winners are:

Western Division,

W. H. Kane,

76 new agents.

Southwestern Division,

D. C. Jordan,

48 new agents.

Pacific Division,

G. G. Mowat,

37 new agents.

Central Division,

I. M. Benedict,

33 new agents.

Canadian Division,

Geo. E. Boomer,

30 new agents.

Eastern Division,

J. P. Minetree, Jr.,

28 new agents.

New England Division,

G. L. Wasgatt,

26 new agents.

Leaders in Floor Finish Sales.

The leaders in Floor Finish Sales from November 1, 1902 to November 1, 1903 are as follows:

Eastern Division,

H. T. Sheldon,

Canadian Division,

Robt. Johnson,

New England Division,

F. B. Hare,

Western Division,

C. S. Wheeler,

Pacific Division,

G. G. Mowat,

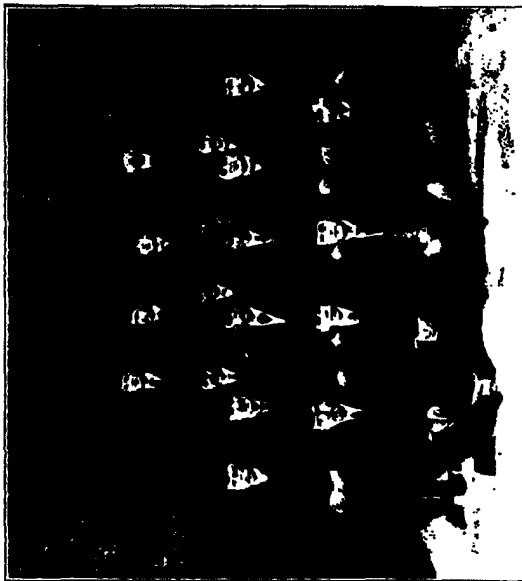
Central Division,

A. D. Joyce,

Southwestern Division,

I. E. Bremberg.

The specialist is the man who concentrates, and thoroughly masters his work.



Officers and Members of The S.W. Order of Top Notchers.

Vice-President W. J. Lawson, Secretary A. E. Kydd and Mr. J. P. Minette, Jr., of Eastern Division do not appear in the group.

Cleveland Factory Prize Competition.

Results of the Cleveland factory prize competitions of 1903 were announced by Mr. J. C. Beardslee, general superintendent, at the banquet, and President Sherwin presented the prizes to the successful contestants. In making the announcement Mr. Beardslee said:

Last year, when we were gathered here, Mr. Sherwin took occasion to announce certain departments as prize winners in the competition for cleanliness and good order, also in most successful management and most general improvement. We have been glad to continue that competition during the present year, and it gives me great pleasure to announce to you the results of that competition to-night.

We had in the first place the competition covering the condition of the various de-

partments, their cleanliness and good order during the year. We found some difficulty in deciding this, owing to the fact that there was a tie for first prize, two departments having been ranked as "perfect" at every inspection during the year. In view of the fact that they were both perfect, we knew of no way to decide and made two first prizes, and in consequence I am pleased to announce the winners of that competition: The S. W. P. Filling Department, Mr. John Stollstamer, foreman, and the S. W. P. Packing Department, Mr. H. S. Austin, foreman; second prize won by the Q. D. Grinding Department, Mr. Audrey Sims, foreman, and I might say it was an extremely close second, because the ranking of that department was perfect on every inspection but one.

The further prizes that covered the work of the department, including economy of operation and general improvement, were won by the Tin Plate Department, Mr. A. P. Russell, foreman, first prize, and the Stores and Receiving department, Mr. Henry Campbell, foreman, second prize.

The Top Notchers.

WINNERS in the contest for a place in The S-W. Order of Top Notchers were announced by Mr. Cottingham at the opening session of the convention. In doing so he said:

I regret, as I said when I gave out the announcement of the competition, that it was not possible at the start to put it on an absolutely correct basis, but it was the best that we could provide at the time, and the results have been most satisfactory and interesting. The coming year we hope to provide a better basis, one that I think will be fairer and give everybody an opportunity to make a showing. We want to continue these competitions because we believe there is much good in them.

These competitions are not for the traveling representatives alone, but include all the principal departments of our business. We have a competition in the Manufacturing Department between the superintendents of each plant, and a competition in the Accounting Department between the cashiers, and another for the Promoting Department managers.

I believe we have in our business an exceptional opportunity by reason of our having different branch houses and different factories, to accomplish the very best of results. Our competitors where they have only one factory have nothing to compare with—they

don't know how well or how poorly they are doing. We have four factories and ten or twelve branch houses, and we are able to find out where things are being done the best and our whole effort is to bring other departments up to the highest standard.

A year ago I stated that we pin. One was had not decided at that time presented to how we would recognize the each member Top Notchers. We had in of the Top mind some badge to disting- Notcher Club wish them and to show some appreciation for their work but as we have gone through the year we felt that the hard work that was put in and the effort that was made by managers, superintendents, promoting men and representatives was entitled to something in addition to that honor, although I believe that the honor of winning in this competition is the chief thing that interests all.

We decided that there ought to be something further and we have therefore made the following appropriations to be disbursed with the judges this morning. For the President a check for \$500, the Vice-President, \$300, 2nd Vice-President, \$200, Secretary, \$100, Treasurer, \$100, 1st Top Notcher Salesman in each Division, \$100, 2nd Top Notcher, \$50, 3rd Top Notcher, \$25.

THE S-W. ORDER OF TOP-NOTCHERS, 1903.

PRESIDENT, TOP-NOTCHER MANAGER,		POINTS
Mr. A. E. Schuler, Mgr. Central Division,	261	
1st Vice President, Top-Notcher Salesman,		
Mr. W. H. Kane, Western Division,	266	
and Vice-President, Top-Notcher Superintendent,		
Mr. W. J. Lawson, Supl., Newark Factory,	265	
Secretary, Top-Notcher Promoting Dept.,		
Mr. A. E. Kydd, Eastern Division,	260	
Treasurer, Top-Notcher Cashier,		
Mr. W. E. Schuler, Farm Division,	40	
Top-Notcher Ry. Dept. Representative,		
Mr. W. R. Aluricht, Eastern Division,	197	
Top-Notcher C. & M. Sales Representative,		
Mr. N. E. Hills, Central Division,	295	
Top-Notcher Representatives, Trade Sales Department,		
Canadian Division,		
Mr. D. R. Fisher,	262	
Mr. A. N. Merrill,	268	
3-A. D. Joyce,	248	

WESTERN DIVISION,		POINTS
1-W. H. Kane,		277
2-C. T. Hatch,		248
3-R. Routhier,		219
SOUTHWESTERN DIVISION,		
1-V. Patterson,		274
2-D. C. Jordan,		239
3-J. W. Alcorn,		236 1/2
PACIFIC DIVISION,		
1-G. G. Almont,		270
EASTERN DIVISION,		
1-H. C. Flicht,		257
2-H. T. Stubbins,		246
3-J. P. Minette, Jr.,		244
CANADIAN DIVISION,		
1-A. I. Hunkess,		269
2-A. N. Thomas,		253
NEW ENGLAND DIVISION,		
1-A. J. Horton,		296

Varnish Sales Competition.

THE varnish competition closed in a blaze of glory, several dark horses winning prizes. This contest has been so successful that with some slight changes it will be continued for the coming year. Mr. Anderson of the Southwestern Division won the general varnish prize for the entire company and naturally gathered in the first prize in the Southwestern Division. Mr. Mowat landed the Kopal and Exello prize with a good margin to spare, and Mr. Wheeler landed the Mar-not prize by a very small margin over Mr. Horton. Mr. Rogers had not looked dangerous at any time during the year, but he made a great spurt in the month of October, making a gain of nearly 100 per cent and landed the C. & M. varnish prize.

Leaders in General Varnish Sales.

Southwestern Division,
1st—J. W. Anderson,
2nd—Y. Patterson.
Western Division,
1st—Geo. E. L. Dyson,
2nd—R. E. Sonquist.
Canadian Division,
1st—J. J. Whalen,
2nd—C. A. Thomas.
Eastern Division,
1st—W. D. Peyton,
2nd—J. P. Minnette, Jr.
Central Division,
1st—I. M. Benedict,
2nd—E. F. Swinford.

"Let every one ascertain his special business and calling, and then stick to it if he would be successful."—FRANKLIN.

Pacific Division,
1st—F. T. Parsons,
2nd—C. E. Felch.
New England Division,
1st—A. J. Horton,
2nd—R. F. Ketchum.

Leaders in Kopal and Exello Sales.

Pacific Division,
G. G. Mowat.
Western Division,
J. F. Hommel.
Eastern Division,
H. T. Sheldon.
Southwestern Division,
W. W. Walton.
Central Division,
A. N. Merrill.
Canadian Division,
C. A. Thomas.
New England Division,
A. J. Horton.

Leaders in Mar-not Sales

Western Division,
C. S. Wheeler.
New England Division,
A. J. Horton.
Eastern Division,
H. T. Sheldon.
Central Division,
A. D. Joyce.
Pacific Division,
G. G. Mowat.
Southwestern Division,
J. G. Welland.
Canadian Division,
J. E. Auger.

Leaders in C. & M. Varnish Sales.

Eastern Division,
L. R. Rogers.
Central Division,
N. E. Hills.
Canadian Division,
R. C. Misson.
New England Division,
L. W. Barney.

This contest has taught us many lessons and has demonstrated that we have some strong varnish salesmen. This is valuable information for us and will be used when the right time comes. The class of work that will be done in C. & M. varnish sales this year and the ability to handle this class of trade successfully will have a marked influence on the choice of men for special varnish territories when the time comes to separate some of the big varnish accounts into territories.

L. J. FANQUELLE.
Mgr. Varnish Sales Dept.

New General Offices.

Much praise was given the new general office buildings during convention week. The work of construction had so far advanced, the walls being practically completed, that a clear idea of its exterior appearance could be obtained. The offices have a handsome frontage, and will compare most favorably with any other factory office buildings on the continent.

"Three Cheers for S. W. P.," a song introduced during convention week by the Canadian representatives and sung to the tune "Under the Bamboo Tree," was enthusiastically received. The words follow:

Away in Cleveland dwells a firm,
Whose name you'll see where'er you turn,
S. W. P., as you will learn,
Stands for perfection,
Needs no correction.
No matter where you chance to be,
S. W. P. you're sure to see;
Their fame has spread from sea to sea
And this is what they say.

CHORUS.

S. W. P.
Has no equal today
And that is the reason why
All nations say, from this very day,
We'll use it until we die;
Cause it will wear
And will not impair.

Cause it has come to stay;
One coat or two
Makes old look new.
Three cheers for S. W. P.

Now, we, in Canada, lead the trade,
All other paints are in the shade,
S. W. P. has firmly made
A reputation
Throughout the nation.
And every year our sales increase,
Our fame shall surely never cease,
S. W. P. is sure to please,
And so we proudly say.

CHORUS

One of the hits of the banquet was a song by the colored quartet entitled "Concentration." The words are:

CONCENTRATION.

Tune: "Bessie's Bright Eyes."

Once again we gather here,
Every heart hushed to cheer,
And we welcome one and all
To this glad Convention hall.
We have wandered far and wide,
Victories won and storms defied,
We have seen our labors win
And larger sales come rolling in.

CHORUS

Join our chorus,
Sing it with a heart and will,
Flags are o'er us,
We are bound to get our fill.
Concentration
Is the keynote of our song,
We work all together
In all kinds of weather,
So we push along.

Concentration is our aim,
As we're bound to win the game,
So we pull the same true way,
This will help us win the day.
Now we have it down quite fine,
We just work in our full line;
"Plan your work and work your plan"
Is good, sound sense for every man.

"Depression, the lack of concentration, is as dangerous as stagnation in a business career."

Presentation to Mr. Vance.

One of the pleasing happenings of convention week was the presentation by Mr. Cottingham of a very handsome scarf pin to Mr. J. H. Vance, the gift of the traveling force and management, in consideration of his unfailing willingness in providing entertainment at the annual smokers.

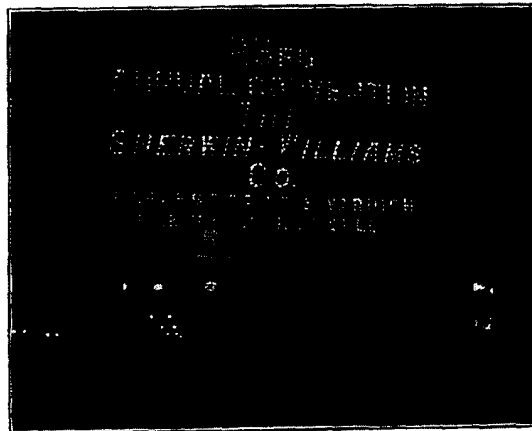
In making the presentation, Mr. Cottingham referred most happily to the spirit of good fellowship created by the occasion, expressing for those present their high appreciation of the genial liberality of Mr. Vance in responding so readily each year to the calls that are made on him.

Mr. Vance's response was made in his usual happy way. That his fun-making proclivities have endeared him to the hearts of his associates was surely evidenced by the hearty greeting with which his remarks were received.

The Last Word.

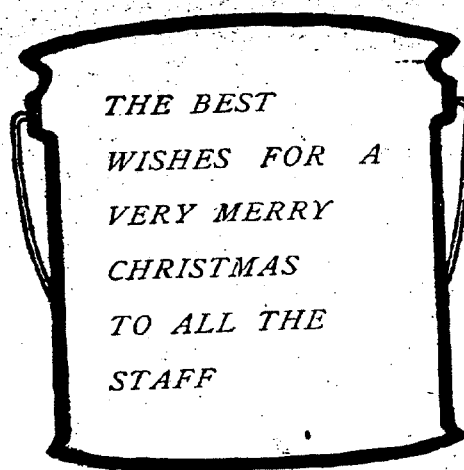
Mr. Edward A. Wood closed the banquet and the convention with impressive words of encouragement that may well be borne in mind as the work of the year is taken up. He said:

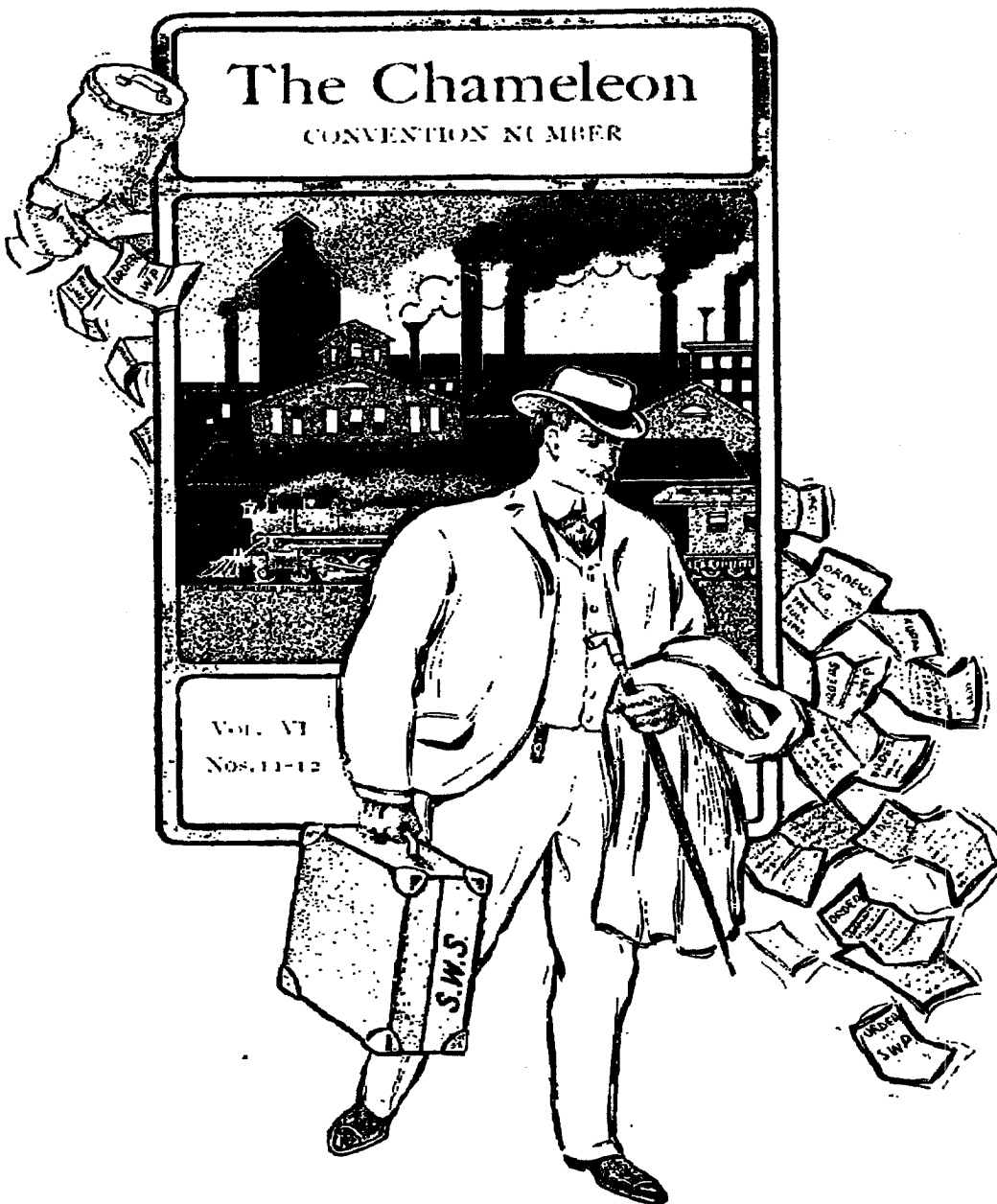
"We have had a week of solid instruction, of splendid entertainment, of royal good fellowship, and of glad-some cheer. The last moments of our 23rd Annual Convention are here. And is the convention done? I say no! a thousand times no! It has all been *said*. It yet remains to be *done*, and it is for you and for me to shoulder the responsibility, grasp the opportunity and realize the success. From the heart of this Company we wish you one and all, good judgment, good courage, and good speed, and when we next return from far and near, from the field and home, from factory and office, from workshop and mill, may we *all* be here, and may we come every one with fresher and greener and brighter laurels than ever before."



The large electric sign over the entrance to the Hollenden Hotel, looking east on Superior Street.

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