



# The Chameleon

for *April* 1900  
*Volume Three*  
*Number Four*



# The Chameleon.

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

Vol. III.

APRIL, 1900.

No. 4

## KOPAL IS VICTORIOUS.

**K**OPAL sweeps the country.

It has been an *instantaneous* success. We have had first to *double*, then *treble* our capacity for handling it, and we are increasing still further our facilities for a larger output. We can see that our endeavors to make Kopal the S.W.P. of the varnish trade are to be fully and speedily realized.

We are greatly encouraged with this quick and pronounced success of our varnish specialty, and will not be slow to follow up this favorable introduction to the varnish field. We highly appreciate the splendid efforts of our representatives and the enthusiastic manner in which they have seized upon this new opportunity for the extension of our business. It is fresh proof of what we all feel—that this Company can make a conspicuous success of *anything* it undertakes.

Already we begin to receive compliments on the excellent quality of Kopal, which is an early indication of the highly satisfactory results that will undoubtedly follow its practical use.

It is *made* for satisfaction. There is no varnish turned out today that will equal it at the price. No varnish concern has had the *nerve* to put on the market a varnish of such high quality at such a reasonable price.

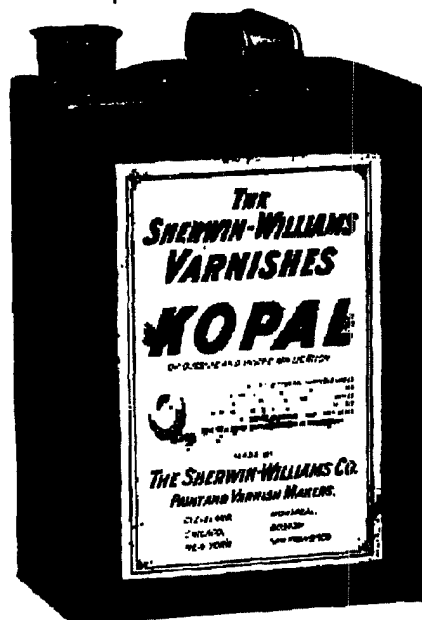
Mr. Fasquelle, who leads in Kopal sales, wrote a few days ago as follows:

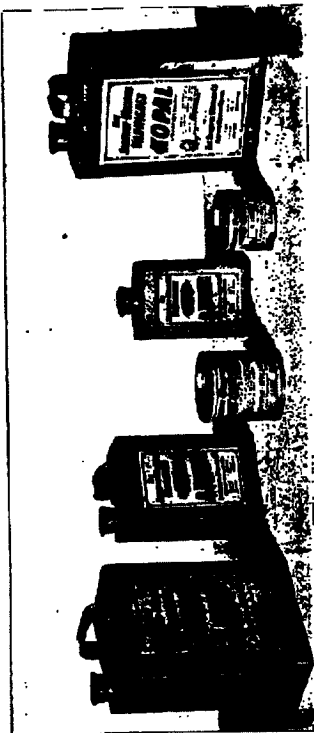
"I have been much interested today to note the use of Kopal which has been made by Geo. E. Paige & Bro., at Deckerville. They are doing a portion of the finishing on their new store with it, part having been finished with Berry Bros.' Light Hard Oil, Kopal showing a finished job which as far as transparency is concerned cannot be distinguished on Yellow Pine from the Light Hard Oil.

"The finish is far superior and the painter states that Kopal works easier, and in his opinion covers better.

"Mr. Paige is so much pleased with Kopal that he ordered it to finish the woodwork in his opera hall, using it instead of an article made by a leading varnish house that had donated 2½ gallons toward the work.

"It will be used on the ceiling, in this





case covering 2,800 square feet of surface, two coals."

J. F. Kincaid, Syracuse. N. Y., writes as follows:

SYRACUSE, N. Y., March 19, 1900.

THE SHERWIN-WILLIAMS CO., New York.

Gentlemen:—We have received our Kopal and have tested some of it with the same good results as with your S. W. P. With the stock we carry and the way of advertising it I think we can add considerable to our sales of last year.

Yours truly,

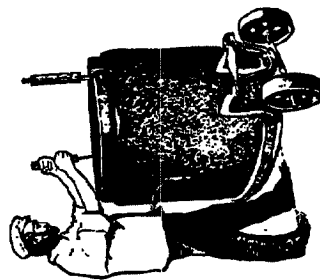
J. F. KINCAID.

On March 30th, Mr. Wood wrote us:

"We have further encouraging words regarding Kopal from dealers at Waterbury, Ct., to the effect that they are very much pleased with the 5 gallons Kopal sent them, and that just as soon as their varnish stock is lower will order it again."

"This all goes to show how quickly merit is recognized and how soon it forces itself to the front."

Already Kopal is popular. If you want to be in line, keep pushing it.



## The Advertising Representative.

BY GEO. W. FORD.

THE advertising spirit should be at the boiling point with all of us at this time.

All the plans made last June, and all the work done since that time to place every one in position to do his best, are now ready to bear fruit.

During the past months the ammunition has been placed in each dealer's store, or is on the way, with which he is to fight a battle royal. Never was he so well equipped, never was the shot and shell so ready to hand as it is this year, and never before in the history of this Company has there been such a number of advertising representatives in the field.

Formerly the average representative (there were some exceptions) ordered the necessary items to be sent to the dealer, and depended largely upon him and his own notions as to the proper use of our advertising features. Now, however, there is a different atmosphere thrown about the dealer, a spirit of advertising is being awakened in him, he is becoming enthusiastic, becoming an advertiser in earnest, not because others are doing advertising, but because he himself has been made to see that it is money in his own pocket to take a lively interest in that side of the business, doing his advertising as carefully and as thoughtfully as he would his buying.

I thoroughly believe our representatives are back of this movement, helped by the extra incentives of "The S. W. P." and other features constantly being sent out.

Recent talks with some of the representatives who have made a special effort at agent education in the advertising line, convince me that these

very men who are doing so much for their agents are at the same time helping themselves, because they too are becoming more enthusiastic as they see the actual results of their efforts and the way it enthralls the agent when he sees the tangible results of that work.

There can be no two ways to success in this later day work on the road. (Other things being equal, the representative who is to make the greatest gains is to be the one that puts in the most ginger and stirs up the most advertising spirit in his agents. For the agent who advertises properly will sell goods, and lots of them.

During the last few weeks there have been sent to the P. & A. Department copies of several special advertising features prepared by our agents for spring use, such as signs, circulars, special newspaper ads., etc., calling attention to "The Sherwin-Williams Products, in which this Company has had no pecuniary interest. This shows that true missionary work has been done in the early months of the year.

Certain territories are constantly furnishing evidences that this sort of work has been done, and these territories are the ones in which the representatives are the most interested in advertising work with the dealers.

No representative can over-do this side of his work, the field is always there, as long as there is a dealer left on the territory who has not caught the spirit. If any of you have not thrown all your weight into that side of the balance this season, now is the time to do it: now is the time to make every ounce of energy count: now is

the time to root out everything the dealer may have laid aside in the way of our display signs and color cards and get him to use them, get him to order XV electros for spring newspaper work, to retrim his windows, and hang the F sign where no one can enter or leave the store without having it staring him in the face.

Don't let the dealer forget or lay aside any item of our long line of features: they can't sell goods if they're not seen.

A druggist in Minneapolis last week pointed with a chuckle to a pile of signs, hangers, circulars and almost every conceivable kind of advertising generally, sent out by manufacturers and jobbers, which he had stored away in the corner of his cellar, and remarked that that was where he did his advertising.

No doubt many dealers are surfeited with advertising matter, but we hope the time is here when the representatives of this Company are keeping such a close eye on all our dealers

that none of The S-W. Co.'s advertising ever finds a resting place till it has fulfilled its mission.

If the dealer is wrapped up in a certain line of goods, is made to feel a general interest in them, as many of our agents do, we can rest assured that at that time, and not till then, will all our advertising be properly used. The advertising itself can do a great deal, the office can do its share, but it rests with the representative to clinch the whole. He is the living, talking, acting being that puts life into all that has gone before, makes it move and accomplish the work intended.

The "E", the greatest enthusiasm breeder ever put out, is now in the mails; you'll hear from it on all sides. The "seasonable ad" booklet for 1900 has gone on its way to put new suggestions before the dealers. There never was a better atmosphere to work in. Are you making the most of your opportunities, and an advertising representative out of yourself?

## Where the "Bluff" Really Was.

AN INCIDENT OF THE ADVANCE IN PRICE.

IN Chicago, soon after our notice of an advance in the price of S.W.P. last August, a few paint and varnish men met together informally at one of the clubs. The conversation very naturally drifted to The S-W. Co. and the advance they were said to have made.

"All a 'bluff'!" said some one.

"Pure and simple 'bluff'!" said another.

"Looks well on paper," said a third.

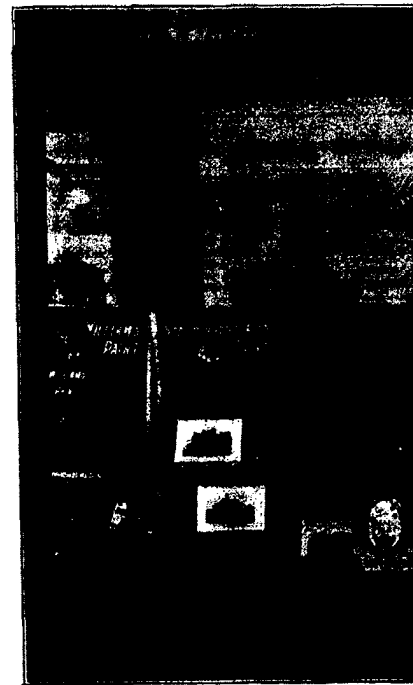
Everyone in the party had something of the same sort to say, until it was "up to" a quiet man over in one corner. When they had all expressed

their unanimous opinion that our advance was only a pretty case of fiction and would have no real existence in the paint market, this man put his hand deep into his pocket and drew something out.

"I'll tell you what I'll do," he said, opening a very bulky wallet, "I'll 'lay' you just an even hundred that the advance in price of The Sherwin-Williams Co. is no 'bluff,' and that they'll not sell one gallon of paint at a cent less than their present list calls for."

There was a brief silence.

Then some one changed the subject.



A good window dressed by The Smith-Ferguson Co.

## Factory Talks on the Great

BY "THE MAN BEHIND THE FACTORY"

### Number

MOST of the fundamental principles that shape the conduct of this Company find their origin and fullest expression in the factory. Quality, purity, "full-measure", thoroughness, cleanliness, organization and progress are first of all factory principles and spread from there to the other departments. We could not have these things anywhere if we did not have them first and always in the factory.

The factory sets the pace that the rest must follow. The business can-

faithful in a single point without setting in motion some influence that is apt to travel far and do much damage. It may seem small at the start, but little or big, if it makes us lax in our responsibility it demands attention.

We cannot always measure the importance of small details in our work by their immediate effect, nor even by their distant effect upon the work in hand. They have an influence upon other work and other workers that must be taken into account. This is not a sentimental theory. It is a fact with which every generation of workers since the world began has had to reckon.

Little things have always been great. They are never insignificant. It is only to small calibre men that they are small and unimportant. To The Sherwin-Williams Co. they are of almost primary importance. Our advantage over other paint-makers is due to little things. The quality of our paint is due to little things. The effectiveness of our advertising is due to little things. Our constant growth is the aggregate of these little things making itself felt in the world of trade.

In the big things that enter into paint making one company has very little advantage over another. They are to be had in the open market and are as much within the reach of one as another. The real advantage comes in the little things—the little ways of handling the big things, and the company that does the greatest number of

### Organize Your Territories.

THERE is a great difference in the way salesmen work their territories. The same kind of difference that exists between a successful and an unsuccessful business man.

One plots along in a slipshod, shift-

little things and does them the best will lead.

The S-W. Co. has never once lost sight of this opportunity in little things. A little extra care, a little better judgment, a little harder study, a little more accuracy, a little more thoroughness, a little greater cleanliness, a little more skill and experience, a little better equipment, a little closer analysis, a little finer gridding, a little higher tone all through, and a little less desire to do business on any but right principles—these, with a score of others, are the little things that are such a power with us and have brought success.

How many of them are to be found in the factory, and how many of them would you drop out of our work?

Not one of them could be omitted or allowed to receive less attention from us without endangering the whole structure we have been building for thirty years. To become lax in any one of them would soon lead us to be lax in all.

It is not only true that the Company must hold to all the little things that give it superiority: we as individual workmen must keep a firm grip on every little thing that comes in our little portion of the whole great work.

We ourselves might drop out without much injury to the Company—there would be others to take our places—but while we are here we cannot take less pains in the smallest detail of our work without doing harm.

less kind of way—it may be working hard enough, but not intelligently, not persistently, and, therefore, not effectively. He lacks system and a definite aim. He wanders and gropes and never knows quite where he is at.

He is never sure where he should go and what he should do next, and through want of decision procrastinates, while precious time with its many opportunities slips away. Such a man naturally is easily discouraged and, failing to master the situation, is knocked out.

The other man—the successful one, is *master of his work*. He has a plan and works to it. He has an aim, fixed high, and *sticks straight to it*. You can't hold him back; he gets what he goes after—perhaps not the first time, or the second time, or the third time, but he gets it in the end. That's the point—he gets it—he's a winner. You can't keep him from success.

The successful salesman is *more* than a salesman. Selling is not the whole thing by any means. There's organizing and managing to be done. A territory must not only be worked, but managed. There are many salesmen who can *sell*, but can't organize and they never reach the highest success.

Organize your territories, plan your work, operate on a system. Have an aim and let nothing keep you from reaching it.

A salesman is responsible for his

*whole* territory—not alone for the trade that we now have there, but more important still is the trade we *have not*. The towns that can't be visited should be worked in some other way. They should be got into line for future operations. This can now be attended to under the salesman's directions through our Promoting Department.

This work should be systematized. The salesman should do it. The work of the town as well as the territory should be organized, so that every possible customer is reached in some way, by personal visits, correspondence, advertising matter, or by the agent. If you can't do it, *cause it to be done*—that's organizing.

There are the painters, the architects, the property owners, the large structures: all these should be brought into line and the salesman is the man to see that it is done.

Pull all the wires, set in motion all of our system on your work and you'll sweep the territory clean. There is no finer organization than ours in existence, and none that can equal it in our line of business. The system is right—but it must be *applied right*.

W. H. C.



The New Copper Paint Tin Sign.

## S. W. P. P. Labels.

### Number One.

**T**WO Men one time desired to travel a great Distance and bargained with a Horse Dealer for two Mounts. The First Man picked the cheapest Horse in the lot and laughed immoderately at the Second Man for picking one that cost more Money and looked about the same.

They started on their Journey, and had not covered many Miles before the First Man's Horse went lame and soon could go no farther from the pain of his Spavin.

And so the First Man sat there, within a long walking Distance of the Destination, and watched the Second Man ride ahead at a canter on the Horse that cost just a little more.

*Moral:* S.W.P. covers most and is a better Bargain than the Cheaper Stuff.

### Number Two.

**A** Young Snake and a Leopard Cub got into a Dispute about the Relative Values of their Hides.

The Snake said. "Of course mine is by far the best. My Ancestors were the first mentioned Animals in History, and they chose their Hide long before your Ancestors became known. All my Grandfathers, as many times great as you care to go back, have used exactly the same kind of Hide and there's no Improvement on it possible." Then he uncoiled himself and went into the Depths of the Forest without giving the Leopard half a chance to answer him.

Now it happened some years later that the two fell into company again. The Leopard had gained much Wisdom and he talked fast to the Snake. He said, "Are you not yet convinced that my Hide is the best, after all these years of Experience with your own? Mine is the very same Hide I wore when we first met, while you've had to change yours every Season."

But the Snake simply repeated his former Argument and went away unconvinced, to get ready for a new Coat of the Same Old Material.

*Moral:* It's queer that Anybody believes in Lead and Oil after all these years of Experience.

## Plans for the June Advertising Meeting.

**W**HEN the advertising suggestion blanks reach you this year they will have an added interest in the fact that the management offers three prizes for the best three suggestions. The prizes will be of twenty-five, fifteen and ten dollars respectively in gold and are open to any one, outside of the managers, who receives the suggestion blank. The prizes are not high, but we

hope they and the honor that goes with them will act as an extra incentive to the salesmen and others, and may produce better suggestions than ever for 1901.

The management contemplates sending the blanks to a few of our best agents, giving them an opportunity to take a hand in our advertising plans.

They are more closely in touch with

the consumer than any of us and can tell more about the effectiveness of our features than can be learned in any other way. The agents, however, will not participate in the prize contest.

The conditions of the suggestion contest will be given when the blanks are sent out. That will be before the next issue of THE CHAMELEON.

June is only a month and a half away, and your suggestions will be sent out. That will be before the next issue of THE CHAMELEON.

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## Keep Up the Interest in Window Displays.

BY A. M. PARKS.

**T**HE interest in window dressing is catching. Our booklet has accomplished much in outlining the possibilities in this method of advertising not only paints and varnishes, but every article carried in stock by our agents.

Many dealers have already made use of all the new and old designs as illustrated in the "W. D.", and realizing the actual worth of the plan, are working out clever window dressing schemes of their own.

To encourage every S.W.P. agent in every way to keep up his interest in this work just now, should be the aim of every one of the representatives. This feature of your work with agents should also give you many an opportunity for a well-deserved compliment to the proprietor of the store, or, most often, to some clerk who needs just that word of encouragement which you can give him.

One of our most successful agents has become so enthusiastic on the subject that he is continually coming out with a new one. His latest is a huge pail (3 feet high) in exact imitation of a gallon pail of S.W.P. At his special request we are making for him a large label to fit it. The red letters S.W.P. will be cut through the tin and covered with red tissue paper,

called for about the first of the month. It's time now to begin thinking.

We must improve every feature as much as possible. We want everybody's help so we can do it intelligently.

Make plenty of notes and send in a collection of any good things you happen to see that you think would be good for The S.W. Co.

Strive to win one of the prizes.

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"M. B. MILLSPAUGH."

A letter which Mr. M. B. Millspaugh writes just at this time gives another instance of this same live interest. It follows:

"One of the best window displays on S.W.P. that I have seen was that of Halliday Bros., our agents at Providence, R. I.

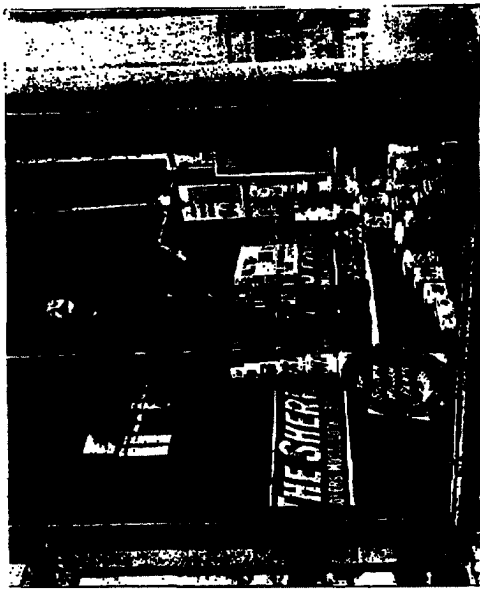
"They took their largest window and placed all around the glass a row of our cloth 'Cover the Earth' posters, top, bottom and sides, leaving open a large space in the center of the glass, through which could be seen a very artistically arranged lot of S.W.P. and all our other goods.

"The effect in the day time was not so good as at night. When the gas-

jets were all lighted, old 367 could be seen getting in its work in great shape. I'll guarantee that more people in that town know that S.W.P. 'covers the earth' now, than before. The gas-

jets were allowed to burn all night for a week and the posters being of thin muslin the light showed through very plainly and very effectively.

"M. B. MILLSPAUGH."



The "Paint-Salesman Window" of O. M. Spettigue, Honesdale, Pa.

Mr. Chris. Bergmann, with O. M. Spettigue, S.W.P. agents at Honesdale, Pa., sent the photograph reproduced here, of a window dressed by himself that attracted a great deal of attention the last week in March. The lay figure used is supposed to represent a paint salesman (Mr. C. W. Soverel covers the Honesdale territory); the grip is made of boards painted black and covered with some of the W.D. show card slips. It makes a very good window and Mr.

Bergmann is to be congratulated. These few instances show that our efforts in window dressing pay. They are bound to bring increased sales.

We shall be pleased to learn of the new designs which you and the agents on your territory are working out together. We want photographs of the good ones, too. It is to our mutual advantage to keep this subject well in mind, during the next few months particularly.

## Good Words From the Road.

LETTERS FROM REPRESENTATIVES THAT SHOW HOW THE CAMPAIGN DOES AT THE FRONT.

OUR agent in St. Marguerite, Mr. J. B. Cadrin, has informed me of a very practical demonstration of the superiority and greater durability of S.W.P. as compared with lead and oil.

One of the notaries in his place had painted with S.W.P., looks as well as

when first painted, while on the parts painted with lead and oil the paint has all peeled off. It is now two years since this house was painted, and the fact that the part painted with S.W.P. looks as well as ever, while the part painted with lead and oil is all peeling off, goes to prove beyond any doubt that S.W.P. is more durable than lead and oil. Our agent is very enthusiastic, and has given me a larger order than ever.

JOS. LACASSE.

E. B. Rorick & Co., S. W. P. agents at Morenci, Mich., recently painted the ceiling of their store, which is 28x100, two coats with 4 1/2 gals. of S. W. P., No. 482. Over 589 sq. ft. two coats!

Who can beat that?

L. J. FASQUELLE.

The purchasing agent of the Ft. Wayne Electric Corporation was greatly pleased with our White Pole Paint, and the Standard Paint, P.M. 5 Black, ordered by them for painting poles. He said Perfect Method No. 5 went 25 per cent. farther than we claimed.

J. H. VANCE.

Note your letter in regard to illustrations for THE CHAMELEON and will aid in every way possible.

I call to mind, now, one instance which was interesting. Recently being held over a train, I walked up to see a party on whom I had called not long since, and saw in the window a display of skates, and an old pair of shoes, the latter labeled, "Worn out looking for an honest pair of skates," and the skates, "We have found them." I remember having shown one of our W.D.s and was glad to see that the suggestion had

born fruit. (Of course I took pains to impress upon the proprietor that such suggestions were exceedingly valuable and helpful in pushing the sale of paint, and that S. W. P. was the best kind of all to push in this way. I am satisfied I was able to strengthen the impression made upon these people and have hopes of business from them.)

M. B. ROHEKES.

The County Commissioners of Muskingum Co., Ohio, Mr. Greiner and Mr. Fleming, went with me to examine the 6th Street Bridge in Pittsburgh today. This bridge was painted six years ago with our Carbon Paint, Red Diamond Brand. The County Commissioners above mentioned were more than pleased with the appearance of this paint after six years wear, and they will use it on the bridges of Muskingum Co.

J. H. VANCE.

Mr. Wm. Brey, Manager of the hardware department of J. Jenks & Co., Harbor Beach, Mich., recently turned a very neat trick that is well worthy of note by us all.

A salesman for a well known paint concern, which has a habit of doing business on this same peculiar plan, came to town and sold several of Mr. Brey's customers lots of paint, sufficient to paint their houses, and then came to Mr. Brey with the proposition that if he would order a certain amount of paint he would turn over these orders for Brey to fill.

This *filled* Brey with indignation, and he started on the war-path with such good results, that every man cancelled his order and bought S.W.P. of Brey instead. This is the first instance in my experience where such action has been taken.

L. J. FASQUELLE.

## EDITORIAL

### Some Moral Courage That Won.

Business has no use for moral cowards.

It has no use for men without backbone.

It has no use for men who do right only when it carries no risk with it.

What it wants are men who, in point of courage, stand six feet high in their moral stocking feet, and can look opposition straight in the eye without flinching.

Business does not care what our physical proportions may be. It doesn't grade us by our chest measurement or the size of ouriceps; it doesn't even mind if we are dyspeptic, although it prefers we should not be. But if we can't come up to the standards of moral courage there's no legitimate business under the sun that will give us the best that is in it. We'll get the small end every time.

The moral courage demanded of us is to stand firm in what we believe to be right and necessary, no matter what our competitors are doing, and no matter what risks are entailed. It means that after we have hoisted our colors to the top of the mast we are not to stand with our hand on the ropes ready to haul down at the first high wind; we are to tie the ropes with double knots, nail the colors to the masts if necessary, and go about our business unflinchingly.

The advance in prices has required just such courage as this from our managers and representatives. The situation demanded men of decision and iron will. There was plenty of high wind to make less resolute men furl their colors, and plenty of risk to discourage them. But opposition always strengthens the backbone of the right kind of men.

The indomitable spirit that not only held its own but made such splendid gains for the Company, in the face of the necessary advance, deserves the heartiest commendation from all of us who could not help in the fight, yet who shared its benefits. The firmness and invincible energy we have been witnessing ever since last August are things to be proud of. They show the sort of stuff our management and representatives are made of. The record is magnificent.

There is a lesson in it that we who were not "at the front," should let sink deep into our lives. It is this: Success is possible in spite of the greatest obstacles, if we set our hearts and wills to the work in earnest and unflinchingly.

H. D. S.

### What is Our Best?

The most that can fairly be expected of any man is that he will "do his best." We all think we are doing our best, and would probably resent any suggestion to the contrary; but are we? Let us see what this implies.

It means, first of all, *complete self-development*; we must *be* our best before we can properly accomplish the work we are sent into the world to perform. If there are any powers lying dormant within us, and still needing to be educated, we are not yet doing our best. It may perhaps be our duty to spend less time in outward activities, and more in study, meditation, and other forms of self-improvement.

In the second place, doing our best means *perfect self-expression*. This side of the subject has two phases, choice of work, and the way in which work is done.

Circumstances play a large part in

determining our sphere of activity; but to a great extent we are free to select, and therefore responsible. The born artist *has no right* to spend his life at a blacksmith's forge; the man who feels within him the ability to become a second John Milton would be robbing the world of its due, if he were to remain "mute and inglorious." It is our duty to occupy the most suitable position within our reach.

Every business, and every occupation, however humble, has its ideal. There is a "best" in selling goods, a "best" in keeping books, a "best" in copying letters, just as truly as in the higher walks of life. Beyond this ideal we cannot attain, but lower is *less than our best*. We may feel ourselves fitted for higher duties than those entrusted to us, but that is no excuse for imperfect work; "too good" for a place means "not good enough," always. The great King Alfred, with all his statesmanship, made a very poor cook, we are told. If a nobleman condescends to sweep streets for a living, he must learn to handle his broom like any other mortal.

If we cannot fly, we must climb; and the only way to rise is by filling our present positions better than they were ever filled before. If indexing letter-books is our duty, let that work

be done more neatly and more carefully day by day; if making reports, let each one be more accurate, more comprehensive, than its predecessor. Thus we shall satisfy that hardest of masters, Conscience, whose approval means more to us than any other result of our labor.

MONTREAL.

### Some Factory Talks.

On another page will be found the first of a series of "Factory Talks," that will appear more or less regularly in *The Chameleon* from now on.

These articles, it is hoped, will act as a little ballast on the side away from the Sales Department, toward which we always lean heavily. That the Sales Department should occupy the greater part of our space is just as it should be, for the sale of our products is the end toward which we are all working. But we do not want to neglect our opportunity to be of help to the Factory staff. They constitute the majority of our readers, and, although the work of the Sales Department is of interest to them, they deserve a little more personal attention than we have been giving them.

We trust the talks from "the man behind the mill" may prove both interesting and helpful.

**T**HE outward fruits of success are not always within our reach, no matter how strenuous our struggles to pluck them; but that inward strength, of which all forms of outward prosperity are but visible evidences, lies within the grasp of every true worker. Fidelity, skill, energy—the noble pulling forth of one's power in some worthy form of work—never fail of that unfolding of the whole man in harmonious strength which is the only ultimate and satisfying form of success.—HAMILTON WRIGHT MARE.

## BRUSH MARKS

### Central Division Notes.

Mr. J. H. Vance was confined to his home in Pittsburgh during the greater part of March by illness. He is out on his territory again, however, and will make up for every lost minute.

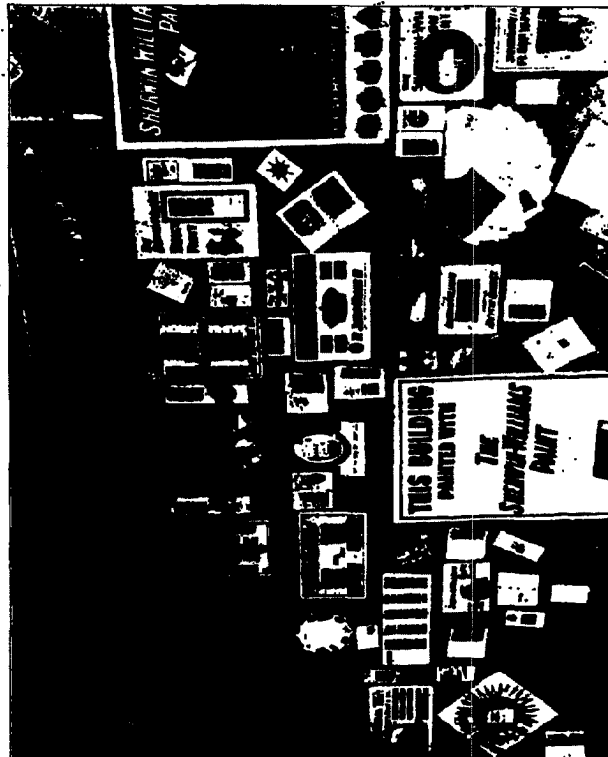
The Saturday before Mr. Whittlesey left for New York, the Central Division staff presented him with a set of silver articles for his dresser and shaving stand.

On the 10th and 11th the Railway Department representatives were all in Cleveland to attend a meeting to talk over the work of the Department.

A letter received at the Central Division office indicates what "The S.W.P." is doing in urging dealers to ask our help. The letter is as follows:

"Mr. ——— is going to paint his house, and there are two or three parties who are trying to sell him his paint. Help me land him for Sherwin-Williams."

This letter is one of the signs of spring we have seen: "We now have two very good windows, and expect to run S.W.P. windows for at least two months, and would like you to



The hotel display that landed a good agent for Mr. H. E. Billau, at Fairfield, Ill.

send us window signs as per enclosed memorandum."

Miss Laura Kneal, who resigned her position as stock-keeper in the printing office of the P. & A. Department to get married, was presented with a handsome set of dishes as a token of esteem by the employees of the printing office.

### Western Division Notes.

Mr. A. E. Schafer paid us one of his flying visits March 6th.

We have found it advisable through the increase in business, and the consequent increase of work, in the entering and billing departments, to add another clerk to the force. Two new stenographers were added to our force early in March.

Mr. Sherwin and Mr. Cottingham visited this Division March 13th and 14th.

Active preparations are being made to advertise S. W. P. thoroughly in Kansas City. Mr. Ward is there calling for "A-4's" and "A-5's" and is carrying out the work with his usual vigor. In addition to his work in Kansas City, Mr. Ward has finished an active campaign in Southwestern Missouri, stirring up the inhabitants of Springfield, Joplin and Carthage. We have already obtained satisfactory results.

Mr. Madill suffered an attack of illness for a few days last month. For a time he was threatened with pneumonia, but through prompt medical service, he warded off the attack. He has now resumed active work.

Mr. Weare returned to Chicago the

latter part of March, feeling considerably better and has apparently regained his usual health.

Messrs. Richardson and Pratt paid us a visit March twenty-third.

### Calumet Factory Notes.

The distinguished visitors at our plant this past month, were Mr. A. M. Parent, Manager of the Pullman Car-works, H. A. Sherwin, W. H. Cottingham, Geo. A. Martin and an order for 2,000 gallons of Freight Car Paint.

Since the first of the year we have been very busy erecting new machinery. We are pleased to say that this work is now complete and that with a 50 per cent increase in our factory force, "Covers the Earth" signs on box cars are more numerous.

A motto which goes well with ours, and which is worth bearing in mind, hangs in the office of the Manager of the Pullman Co. It reads: "For every evil under the sun."

There is a remedy or there is none; If there is one, try to find it. If there is none, never mind it."

### Eastern Division Notes.

From every side we hear the praises of "Kopal". Those who have tried it say it is the S.W.P. of the varnish line and fills a most valuable place in their trade. We believe too much cannot be said of it.

The leading railroads of Mexico, having tested the excellent qualities of our products, are quick to appreciate their advantages and the economy which they give. Following a recent visit of our Mr. Albright to this country

we have shipped them during the past month:

41 barrels Freight Car Paint.  
7 barrels Depot Paint.  
100 gallons S-W. Varnish, and  
(over six tons Paste Goods.

This is the way in which quality tells, reputation spreads, and the covering of the earth progresses every day.

With the favorable weather of the past month, trade, both in totals and S.W.P., has shown an exceedingly satisfactory gain. We have established twenty-seven S.W.P. agencies, one for every working day, and our new dealers seem to be especially enthusiastic and disposed to push the valuable helps we are giving them in every way. These golden days are the time for most effective work, and we know our representatives are fully awake, with a big, broad shoulder to the wheel.

Our representative, Mr. Schell, has had a hard nut to crack of an agency in Oswego, but S. W. P., that is, "Steady, Working Persistence" has carried the day. The enclosed notice tells the story and we have congratulated the Colonel on the success of his endeavors.

Mr. G. C. Schell, of Geneva, was in the city today and succeeded in establishing an agency for The Sherwin-Williams Co., paint and varnish makers, with Mr. F. L. Smith, who has recently opened a new hardware store in East First Street. The Sherwin-Williams Co. is the largest concern of the kind in the country, with headquarters at Cleveland and branches at Chicago, New York, Montreal and Boston. Mr. Schell is well known in Oswego. He was formerly an officer in the National Guard and a member

of the famous Folger Corps, of Geneva, the company that was named in honor of Charles J. Folger, Secretary of the Treasury in Garfield's Cabinet."—*Oswego Palladium.*

#### Canadian Division Notes.

We are very busy in all departments. Numerous requests are being received to hurry forward goods, and letter orders are coming in freely. Our sales in March were satisfactory, but we look for a splendid increase in April. Collections are well up to the mark.

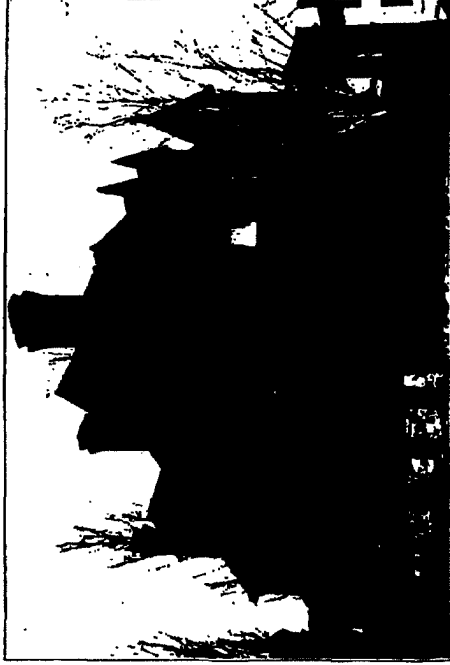
Our shipments for the three first days of April represented 2161 pieces, 293 orders and 160 tons gross weight. There were 71 double team loads carted to the freight sheds, and still more to follow.

During the month we had short visits from F. M. Richardson and W. B. Wise, A. Moffat and J. A. Brown also ran down from Toronto for a day.

As an evidence that the people must have S. W. P., our Mr. Lacasse relates that last week he wanted to push through a little faster than usual, and wired ahead to one of his agents to expect him during the night. The agent answered by telegram that he would wait for him at the store. Unfortunately the train was delayed by an accident, and it was 5 a. m. before the town was reached. Joe went up to the store and there found the merchant asleep on a lounge hut with a good sized order in his hand. He had been there all night, so anxious was he to get his order in.

#### New England Division Notes.

A five story brick building on the opposite corner from us was recently gutted with fire. Being so near, our



An "S. W. P. House."  
W. W. Mitchell's Residence, Cadolac, Mich., Body 484, Primer 480.  
Roof 382, Brick Parts 387, Belt Course 371.

stock of goods gave the firemen considerable anxiety: so much so, that they found it necessary to break into our store and office. We believe we were very fortunate in escaping so close a call.

All's well that ends well. The last week of March ended with a gain in sales of double the amount of business done last year at the same time.

#### Pacific Division Notes.

None received up to the time of going to press.

#### "The S. W. P." for April.

From cover to cover "The S. W. P." for April was filled with good, practical helps for the agents. Every line of it contained either useful information, which a good, live agent or his clerks could apply in pushing the sale of our products, or some article from which they could draw that enthusiasm for greater efforts.

The illustrations in themselves, which so forcibly show what is being done by others, will prove an incentive for constant striving to excel in window dressing and street displays. What do the agents on your territory

Setting a good example in the paint business bears fruit as well as in other lines. We had our store front painted with No. 484. Our neighbors were so pleased with its appearance that they are now buying S. W. P. and following suit.

There are still left people who know a good thing when they see it. Our record for March is eleven new agents.

We have found it necessary, owing to the increase of business to add to our office staff a new stenographer, and a new office-boy, promoting our former one.

think of "The S. W. P."? If it helps them we wish to continue it. We hope you will take pains to get their views and advise us. Are there subjects not yet discussed by us which you think would interest and help them more than those which have already appeared.

You can help make every issue of "The S. W. P." a live, practical help to our agents.

Let us hear from you. If you hear of any agent who failed to receive a copy of the April issue or mislaid, without reading it, the copy sent them, send us their names and addresses and we'll send another copy to them.

A. M. P.

#### S. W. P. Up 50 per Gallon in Canada.

Owing to a greater advance in our costs in Canada than in the United States, we have been compelled to put up the price 5 cents per gallon there. The new price goes into effect April 16th. The Canadian representatives are made of the stuff that will enable them to carry through this advance with their usual increase in sales and every C. S. Division wishes them success in the fight.

It was unfortunate that in our first page article in last month's CHAMELEON we omitted to state that the remarks regarding the price of S. W. P. remaining the same applied only to the United States. We had no intention of raising the hopes of the Canadian boys, only to dash them to the ground so suddenly. Good luck to plucky Canada.

#### Wanted—A Big Push in April.

April brings to a close our half year. We want a big April, to make bigger, by far the biggest half year in the history of the Company. With favorable weather we look for an immense month, as everything tends that way

at present. The large number of new agents placed insures increased orders. March business was large and, with a heavy month to beat, a good gain over last year, but not as great as in the previous months. The weather was not as favorable as it might have been, or the gain no doubt would have been larger.

However we are up to April now and can look for good paint consuming weather, and with it we expect great activity in sales. Now's your chance.

#### Record of New S. W. P. Agents.

We give below the highest standing in each Division to date:

Western Division.  
E. S. Donnelly. **42 new agents.**  
Canadian Division.  
Jos. Lacasse. **27 new agents.**  
Eastern Division.  
M. B. Millsbaugh. **21 new agents.**  
Pacific Division.  
E. T. Parsons. **18 new agents.**  
New England Division.  
E. H. Webster. **18 new agents.**  
Central Division.  
L. J. Pasquelle. **17 new agents.**

The same men are leading in each Division as last month. There are a good many close behind them and we would like to see if some of those who are so near the leaders can't pass them.

The total number new agents added for the month is greater than any month this year and nearly double what it was up to the same time a year ago. This is most gratifying and speaks well for the efforts of the men in pushing forward this important work.

**Western Division to Have a New House**  
The Company has purchased the vacant property at the corner of Armour Avenue and 27th St., Chicago.

and will erect a handsome warehouse and office building on it this summer, to take better care of the ever growing business of the Western Division.

#### Benefit Society Finances.

The finances of the Benefit Society are shown by the following report for April 1st.

|                         |          |
|-------------------------|----------|
| Balance March 1st, 1900 | \$566.53 |
| Receipts, Cleveland,    | \$103.54 |
| Receipts, Montreal,     | 19.16    |
|                         | 122.70   |
|                         | 689.23   |

#### Vouchers paid during March.

| MAKED. | NO. | VIEW.                   | \$  | 5  | 23 |
|--------|-----|-------------------------|-----|----|----|
| 3,     | 669 | Wm. View.               | 5   | 23 |    |
| 3,     | 670 | Thos. O'Malley          | 2   | 81 |    |
| 10,    |     | 1 Gus Halich            | 12  | 50 |    |
| 10,    |     | 2 Anna Nelson           | 7   | 50 |    |
| 10,    |     | 3 Bertha Belmont        | 4   | 86 |    |
| 10,    |     | 4 Bertha Belmont        | 2   | 77 |    |
| 10,    |     | 5 Frank Mulick          | 6   | 67 |    |
| 10,    |     | 6 Fred Marquardt        | 3   | 25 |    |
| 10,    |     | 7 Geo. Burns            | 5   | 40 |    |
| 10,    |     | 8 Fred Dorice           | 5   | 83 |    |
| 24,    |     | 9 Alex. Fletcher        | 5   | 00 |    |
| 24,    |     | 686 Philip Steyer       | 15  | 00 |    |
| 24,    |     | 1 Harriet Adams         | 5   | 83 |    |
| 24,    |     | 2 Frances Barker        | 10  | 00 |    |
| 24,    |     | 3 W. A. Farmer          | 5   | 83 |    |
| 24,    |     | (Montreal)              |     |    |    |
| 28,    |     | 4 Earnest Kandle        | 5   | 72 |    |
|        |     | (U.S.A.)                |     |    |    |
|        |     | Balance April 1st, 1900 | 103 | 64 |    |
|        |     | A. E. O'DONNAN, Secy.   | 584 | 59 |    |

#### Paints for Stand Pipes.

We frequently have inquiries for paint for stand pipes, and other surfaces exposed to moisture.

The best article to recommend for this purpose is P.M.5. It is especially well adapted to withstand such severe exposure, and we know of nothing better that could be used.

#### Notice of Changes in Management.

Mr. H. D. Whittlesy has been appointed manager Eastern Division.  
Mr. E. A. Wood has been appointed manager Trade Sales Department Cen-

tral Division. These changes take effect April 15th.

•

The Printing and Advertising Department is working with increased force on every floor.

The presses are busy with the regular advertising features, "E" work and booklets.

Fifteen thousand "E"s printed with the dealers business card are being delivered to the Sample Department every day, and from there to the bindery where they are made ready for the mails.

The past two months has seen a great many large jobs of printing leave the press. Among the more recent ones are new editions of the "A" and "B" booklets—the former in entirely new form and considerably improved. These booklets can be ordered freely now on the Town Reports. The edition of each is 15,000.

On the 10th of April a copy of a new "Seasonable Ads" pamphlet containing selections from the "NY" was sent to each S.W.P. agent. Follow this up, Salesmen. It proved one of our best features last year. Ask the men you call on if they ordered from it.

#### Praise for 498.

Mr. M. Boland, of Culbertson & Boland, of Auburn, Ind., said to me tonight:

"What do you make 498 of? It is the most remarkable stuff to cover I ever saw, going so much further than the common colors that it is just as cheap to use, and my son's house painted with it and trimmed with white, is the handsomest one in the town. Will make up your order in the morning."

EDW. S. BLANCHARD.

## When You've Caught Your Fish, Land Him.

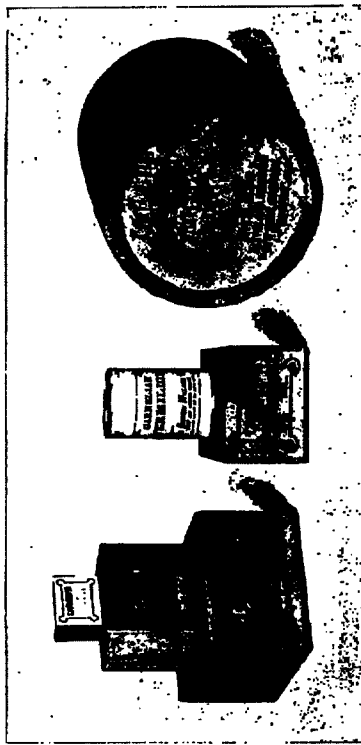
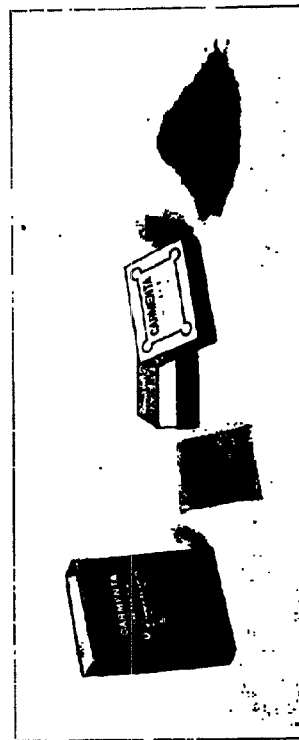
BY "V. C. GREEN, D. O."

ONCE upon a time there was a minded himself that he had a partner man who had a job on his hands that he didn't know much about. So he asked his friends for advice, and they being also friends of ours, sent him to us: for the man had a large mill to paint. It was covered with corrugated iron and the man who formerly owned the mill had neglected it, so it was rusted and in danger of perishing utterly. It did not take us long to bait our hook with P.M.-5. Very good bait, but the man was not sure of it. He had heard of "others" which rust less per gallon and on first sight he shied somewhat from our price. He, as it were, only fairly nibbled. We introduced him to our practical laboratory and there gave him opportunity to see one gallon of linseed oil added to a gallon of P.M.-5. We figured the cost to him. We let him brush on one coat which covered solidly a piece of old, rusted corrugated iron. He was about ready to swallow the aforesaid bait, when he

### Carmenta Is Ready. Push It!

WE have not said much regarding Carmenta lately, because there was considerable delay in getting out the new and unique package and we have not been in a position until recently to fill orders promptly. We are ready now.

*It's want the orders now.* Carmenta



is worth pushing. It's one of those specialties that help our reputation. It's out of the ordinary—ahead of the rest. The package is a gem. It's the tastiest and handsomest thing of the kind ever put on the market. All who have not seen it should do so.

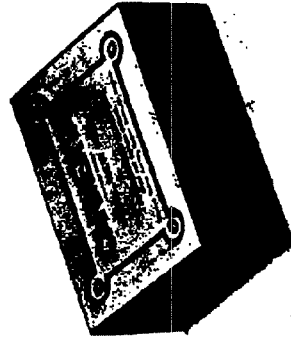
There is a stock of "Carmenta" now in all our warehouses. If you see the package and know the quality of the red you'll become enthusiastic and sales will follow. There's not a large sale for such a red as this, but a good amount can be sold by a little push and it'll help your trade in Vermillions.

Push "Carmenta" against English or Quicksilver Vermilion. It's better in every way. It's handsomer, will go farther and will keep its color longer.

English Vermilion is sold with little profit. The dealer can get a good profit on "Carmenta."

We intend getting out some enclosing slips and other matter to help along the work.

Let us hear from every representative with some business for this new line.



## The Salesmen and the Promoting Department.

WE want to say a few more words about our new department known as "The Promoting Department."

It's an extension of the Sales Department. *It's for the salesman.* We want every salesman to make use of it. Most of them are doing so. But there are some slow to grasp this new help.

One salesman wrote the Eastern Division a few days ago as follows: "I certainly appreciate the help you are giving me through the mail. Last week I secured a fine agent, also another one yesterday, as the result of the mail advertising. I thank you very much." This was Promoting Department work.

Mr. E. A. Wood writes as follows with regard to the work being done in the Eastern Division:

"The salesmen who are most familiar with this record are helping us in good shape and reaping the best results. As our men become more familiar with the advantages to them, we are sure they will be encouraged to offer most liberal co-operation. We certainly believe the system is capable of being developed as one of the most valuable and efficient aids ever yet devised for office help in the way of promoting business."

Mr. Gordon, of the New England Division, says: "(Our representatives appreciate the fact that it is a good medium for helping them on their territories and have co-operated with us very willingly."

Mr. Whittlesey, speaking of the work in the Central Division, says: "The salesman's co-operation which we expect and which we are getting, is, full town reports, carefully selected

man and he has an opportunity of advising us whether or not to act in the matter. The only way for us to obtain the best results is to work in perfect union."

In the Western Division, where the territories are more numerous, the department has developed into large proportions, and Mr. Martin is most enthusiastic over what is being accomplished. He states the Chicago men are making constant use of it and the interest in it grows continually.

Mr. Slater reports encouragingly of the Pacific Division.

Let every salesman give the infor-

mation regarding his territory, both as concerns agencies, customers, possible agencies, and possible customers, and the Promoting Department will come pretty near to doing the rest.

Every salesman should be in *constant touch* with this work, and feed the department with such information as can be turned to valuable account.

When you are in the office go over the system of the department with the manager, see how it is worked in detail, see what it has done for other salesmen and what they have done for it, get perfectly familiar with the scheme and let no opportunity escape to improve it and increase its value.

## The Junior Salesman's Grip.

HOW I SOLD MY FIRST CASE OF KOPAL. BY "BREWSTER GREEN."

MY first year on the road for The Sherwin-Williams Co. has been full of interest. It has been constantly developing situations that test the metal of a novice and show what it means to have this Company back of you.

I do not know that my experiences are any different, on the average, than those of other new men, but I venture to tell one that shows how a dealer was won at a critical moment simply by putting the arguments in a new form.

In one of the first places I stopped, where S.W.P. was not represented, I picked a large, thriving drug and paint store as the best possible agency in town, and started in to land them. The two partners in the firm (Layton & Tolles) received me with scant interest, and met everything I had to say about S.W.P. with the facts that they had sold ——— paint for years with very fair success, that they were doing the biggest paint business in town and that they had just placed

their stock order. (Our advertising appealed to their enterprise, but not enough to give me any hope. In fact it did not take long to see that, for this year at least, there was no possible chance of making them lean toward S. W. P.)

Then I took up S. W. V. and "Kopal". On the general line the case was as hopeless as with S.W.P., but light began to break when "Kopal" came in. That is light broke on the face and in the manner of Tolles. Layton was still hopeless.

The fact that "Kopal" was a varnish specialty and represented something different from what the other fellows in town could offer, appealed very strongly to Tolles. He was with me from the first, and advocated ordering a trial case. Layton was firm, however, and was constantly advancing arguments against the purchase, most of which I could answer to the entire satisfaction of Tolles and myself. Finally he said, "This is an entirely new article, made by a house

who never sold varnish before and has never had any of its varnish tested in practical use. 'They may know how to make paint, but how do we know that this 'Kopal' of theirs is going to turn out as they recommend it? I don't want to take the risk. Come around in a year or two,' he said, turning to me, "after your varnish has been tested on the market and in use, and we'll talk to you."

Now to some of you older men this might have been a very easy argument to answer, but it was not so to me. All that I might say about our reputation, our experience in making varnishes for Buggy Paint, Varnish Stain, etc., and our great care and study before entering upon the business had no effect on him. Not only this, but his arguments began to make Tolles waver. Layton persisted in saying that with our best intentions and most conscientious effort our goods were more or less of an experiment and that time was the only thing that could prove the real worth of the varnish.

I was very much "up against it" and felt I should have to give up, when a fortunate incident occurred that gave me another chance.

A woman came in for cough syrup, and Layton went to wait on her. He showed some four different brands and to each one she said that she had tried them and found them practically worthless. He had nothing else to offer her and she left without purchasing.

When he came back to us he said, "I wish we could get a cough syrup that people would ask for a second time. I'm going to get one up myself some of these days that's worth selling."

This gave me my "cue," and I

tried to put things so they would see them from our standpoint. I said, in substance, something like this, "Suppose you made up your mind to make the best cough syrup you possibly could, and then got an old reliable family doctor in town and the best expert chemist you could find to help you. Then suppose you, Mr. Tolles, the doctor and the chemist got together, with samples of all the leading cough syrups before you, analyzed them carefully and found where each one fell short of being effective.

"Suppose you then went about to make up a formula that represented the best knowledge and experience that you, the doctor and the chemist possessed, and which if properly compounded from pure materials would give a good, effective syrup, far ahead of any other on the market. Suppose you now went ahead, purchasing the very best of every ingredient, testing it all yourself to be certain of its purity. Suppose you watched every detail of the making with scrupulous care, and when the preparation was finished gave it to a number of your ailing customers to try, and found it worked better than any cough syrup you'd ever been able to buy. In addition to this suppose you put such safeguards about yourself that every single bottle of the syrup was uniformly good with every other bottle. Wouldn't you feel pretty confident in placing it on the market and in staking your reputation on it? Would you feel you were running any risk in urging people to buy it?

"Well, all this is just an example of what we did in making 'Kopal', as what I told you about our going into the varnish business shows. It's a dead parallel every inch of the way."

A few minutes later I took my first order for a \$20.00 assortment.