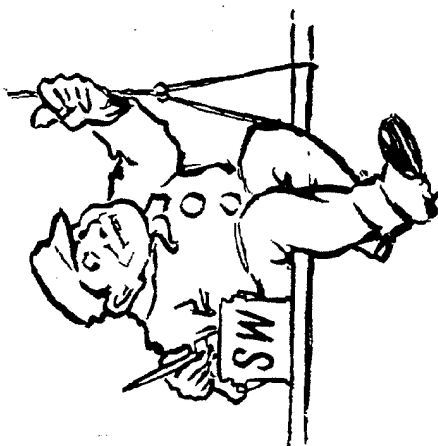


The Chameleon

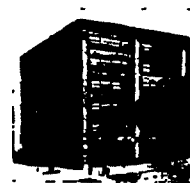
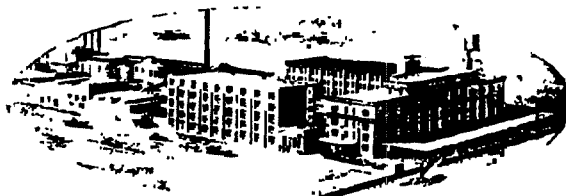
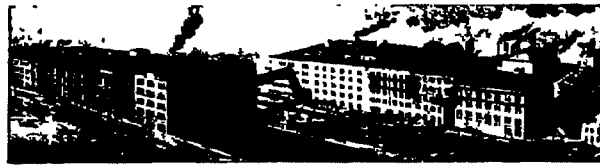
OCTOBER 1907



They did some peculiar things
When Grandpa was a lad—
Used lead and oil to paint with;
What a time they must have had!

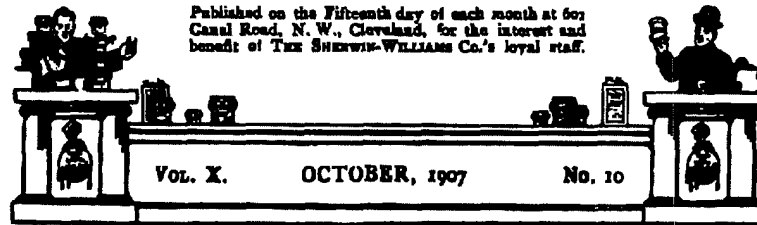


PUBLISHED BY THE



The Chameleon.

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



ONE YEAR'S PROGRESS.



HIS is our second Progress Number of **THE CHAMELEON**. The illustrations shown represent the new additions to our facilities acquired during the past year. Some time ago I asked the editor of **THE CHAMELEON** to make the Progress Number an annual feature of our magazine, as I have always felt that there is nothing more encouraging and stimulating than to see the results of successful work.

These magnificent results which are shown on the following pages, and which have been accomplished in the short space of twelve months, are *ours*; and when I say *ours*, I mean *all* of us, from the humblest worker in the factory to the president himself. We have all contributed; and I hope all will take satisfaction, pleasure and pride in contemplating them. They are presented here for this sole purpose.

The illustrations represent a great deal of money, but what is much more interesting, they represent the intelligent, conscientious, faithful work of a united, loyal staff.

We are perhaps over-fond of showing illustrations of our plants, equipment, and our unrivaled, world-wide facilities, and I often feel that after all they indicate very little—excepting our size. They are, in fact, but the *fringe-work* of our organization. If one would see and understand our business and the reason of our progress, he must enter the buildings and meet face to face the busy men and women at the machines, in the warehouses, in the offices, at the desks. Here and only here will be found the real basis of our organization and progress—the living, breathing force—the great human element, without which buildings, machinery and equipment count for nothing.

The interesting part of business is *not* the buildings, nor the machinery, nor offices—not even the product. These are only the things we work with. The important thing, the *vital* thing, is the workers; and therefore I felt as I looked over the proofs for this special number that it is incomplete, because the most important element in our progress is unrepresented. In future numbers I hope we may be able to make up for this shortcoming.

When I had finished looking over the interesting material that this number is made up of, my strongest feeling was one of pride in our organ-

ization, which has accomplished so much, and next, gratitude to the staff for their record-making work, and then, overwhelming confidence in the business and its future.

We have a wonderfully interesting proposition before us—one that is practically limitless in its opportunities and possibilities. Our facilities are world-wide in extent, and the field we are at work in is still only slightly developed. The opportunities ahead of us are far beyond those we have already grasped and overtaken.

All that is needed to continue and increase our progress is that each one of us, individually, should strive to improve in knowledge, ability and character, so that our capacity for more and better work and larger responsibilities will be equal to the demands of our aggressive organization. There is to be no let-up in our world-wide expansion, but let us remember that the rapid growth of the business and the present uncertain business conditions demand greater care, more ability, and keener judgment in handling our large affairs than ever before.

This is the time for good men to show themselves. We need them in all branches of our work.



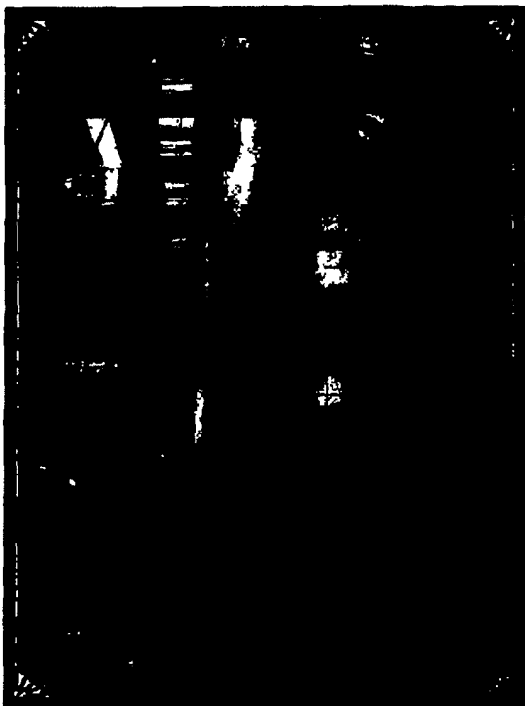
Via Pru. W. Gamm

The Progress Number—an Epitome of the Year's Growth.

THE Progress Number of THE CHAMELEON is an established feature with us now. It will be issued every year as a means of keeping posted in the advancement this Company is making in size and equipment.

The pictures that follow prove more effectively than words the strides we have made during the past year. Changes and improvements have been made in every department of the business, production of raw material, manufacturing, storage and transportation and in the advertising department as well. The group of facilities shown in this number is more extensive by five than that shown in last year's Progress Number. Does this not show conclusively the confidence we have, *not only in the country to supply the business, but in the members of this organization to secure and handle it?*

Increased Facilities at Cleveland.



THE improvements that have been made in the Cleveland plant this year are not so much represented by new buildings as by the increased efficiency of the existing ones through the addition of machinery and the re-adjustment of the space already at our disposal.

The re-arrangement of the offices at Cleveland has been made possible by making use of the fifth story of the GOA and GOB Buildings, previously used as a store room for their goods. The office of the General Accounting Department is now located on fifth floor GOB Building, and we show above a photograph of this story in process of being refurnished. Mr. H. A. Sherwin, President, Mr. S. P. Fenn, Treasurer, and Mr. A. W. Frank, Assistant Treasurer, have offices on the fifth floor of the GOA Building, which adjoins the new offices of the General Accounting Department on the west. Mr. Sherwin's office on the fourth floor of the GOA Building has been turned into a Board Room, and Mr. Alex. Schlater, General District Manager, occupies what was previously Mr. Fenn's office. Mr. A. E. Schafer, Manager General Sales, Mr. W. W. Mountain, Manager Varnish Sales, and Mr. W. J. Schlinger, Manager C. & M. Sales, and their respective staffs, will occupy offices vacated by the General Accounting Department on the second floor of the GOA Building. Mr. G. A. Martin, Manager of the Auxiliary Department, and his staff, will have Mr. Schafer's previous quarters on the third floor of GOB. The Advertising Department has also greatly benefited by the change. The Art Department now occu-

of steel rods and concrete, has a light and graceful appearance and is claimed to be proof to all effects of the weather. According to its rated capacity it will supply draught necessary to develop 1200 h. p. It has given extraordinary satisfaction and is a great improvement on the system of forced draught previously in use at our Cleveland factories.

How the Chicago Plant has Progressed in a Year.



The additional facilities we have created are not solely for the purpose of taking care of business in the Middle West, but the making of Paris Green and Dry Colors in our Chicago factory to supply our entire American trade has forced us to enlarge our facilities in response to increased demands throughout the entire country. During the past year a large new building known as "L" has been erected for the exclusive manufacture of Lakes. It has also been found necessary to erect a building for the exclusive purpose of making Handcraft Stains, which is shown herewith and which is known as "H & H A" Building. Building "K" is not yet in operation. It will be devoted exclusively to the manufacture of S-W. Paris Green, which, because of its superior qualities, is one of our most popular products in the agricultural districts.

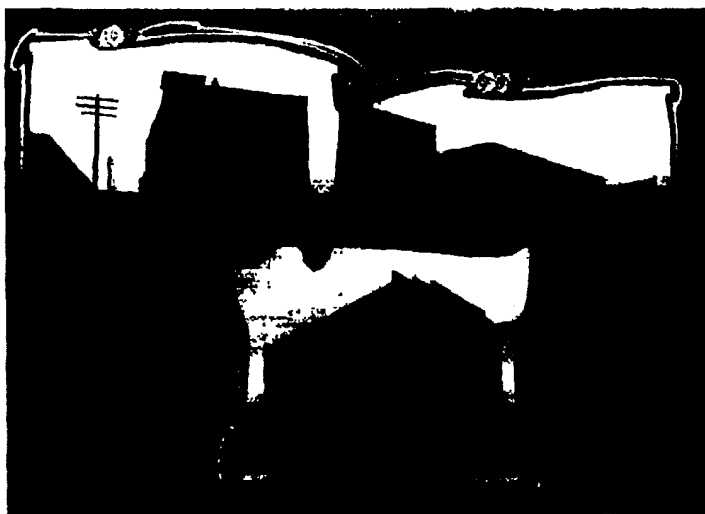
pics what was previously the Girls' Rest Room, which has now been moved to the sixth floor of "A" Building, the Editorial Staff taking quarters vacated by the Art Department. This is a change which has long been needed, owing to the increase in numbers of the advertising staff.

The demand for panels showing our products, such as Flak-tone, Handcraft Stains, Floorlac, etc., on wood has become so large that we have been forced to provide larger quarters for the Varnish Finishing Department to carry on the work. Photograph of the new space allotted to this work is shown herewith.

In order that we may have new type and plenty of it, we have installed in our composing room a type casting machine, of which we show a picture above. This machine is capable of making any size and face of type up to 36 point with considerable rapidity. It has enabled us to have on hand at all times an ample supply of good type and an improvement is evident in our printed matter in consequence. We also show in the above group the two new pony Optimus presses which we have installed in our pressroom, bringing the present equipment up to 15 presses of various makes and sizes. These additional two presses will increase the capacity of the pressroom considerably.

The "Telpet," which is also shown in the group above, is an ingenious electrical trolley which runs on an overhead rail and is used for conveying goods from the paint and varnish filling rooms to the packing rooms.

The boilers which supply power for dynamo, etc., for our entire Cleveland plant were strained to the limit, due to the inability of the old chimney to supply sufficient draught. To remedy this defect the Weber chimney, which we show above, was installed. It is 150 feet high, built



We look mainly to Chicago for our supply of dry colors and the recent buildings we have erected for the making of these goods put us in a better position than ever to keep up with orders. Building "C" shown herewith is now in operation for the sole purpose of making Blues. The addition of two floors to Building "M", as shown in the accompanying group, has been made in the past year. This additional space will be devoted to the same purpose as the rest of the building, grinding of coach colors and the mixing of S.W.P., and in addition to this is fitted with much improved testing departments in order that our output shall not deviate from the required high standard. The new "B-A" Building, which is also shown in the accompanying group, is the new shipping room, which places our Chicago plant in a better position than ever to handle their orders quickly and effectively.



Believe me, I will be at Chicago on the 28th.

New Facilities at Newark



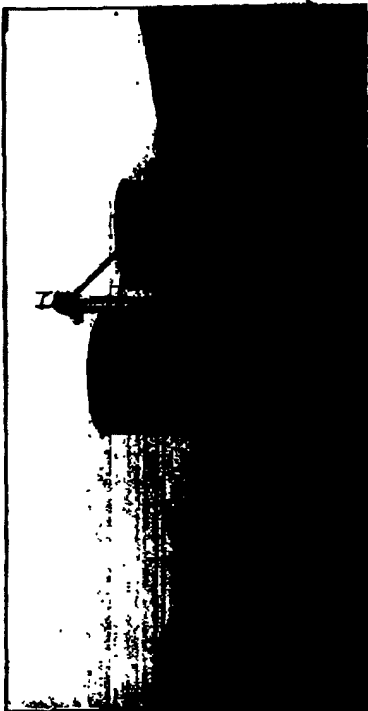
NEWARK has always been among the most demanding new facilities for manufacturing. The biggest undertaking at Newark Number was issued is the erection of a new building, built entirely of concrete and steel. This makes our Newark plant complete model of its kind. The fire which destroyed the equipment of the Consolidated Color and Chemical Newark plant on the east, was a severe test for the heroic work of our staff in fighting the flames and the buildings resulted in comparatively slight loss to the company.

During the last few years our facilities for the production have increased so rapidly that the erection of this new building was found necessary in order that it might be able to handle the S-W. Varnish was placed on the market it made a continuous until the present time. This is due in large measure to the proper aging which our varnish is given.

Owing to their favorable position Newark supplies varnish which we ship for export and this is no inconsiderable fact. Products are known and appreciated in nearly every part of the sun, the result of energetic methods and worthy goods.

The photographs shown above afford an excellent view of the new varnish storage building as well as the chimneys of the plant, twelve in number.

Progress at Montreal.



View of Montreal Linseed Oil Mill.

HERE is no sign of a let-up in Canada's industrial progress. In fact it seems safe to predict a continuation and increase in her progress as a manufacturing country. The facilities which we have added to our Canadian plant during the past year show our determination to continue to secure our share at least of the great prosperity of this country, which, considering the resources at her command, would seem to be almost without bounds.

In THE CHAMELEON of June, '06, we showed pictures of the ground in process of excavation for the foundations of our linseed oil mill. The photograph which we show above illustrates the strenuous steps we are taking to keep up with the demand for S-W. Products in Canada. Our Canadian linseed oil mill is equipped with a battery of screw press machines, which process we control exclusively in Canada. These machines have a large output and a great quantity of linseed is consumed daily. In addition to the oil, we have a large daily tonnage of Linseed Oil Cake, which is sold to the stockmen and dairymen of the country, and a considerable quantity is exported as well. Our Linseed Oil Cake finds a ready market both at home and abroad on account of its excellent quality, due to the care that is exercised in the making. Our Canadian mill is also making preparations to manufacture Medicinal Linseed Oil for Canadian trade.

The tanks shown in the above illustration are for the purpose of storing linseed and have a capacity of 50,000 bushels each. The seed is drawn off from them as it is required for use in the mill.

With the additions that have been made during the past year our Canadian factory is in excellent shape to back up the efforts of the hustling, energetic staff which looks after the merchandising of our products in Canada. There is an ample and growing field for their endeavors in the Dominion and we are prepared to watch her progress with our own.

New Buildings at London.



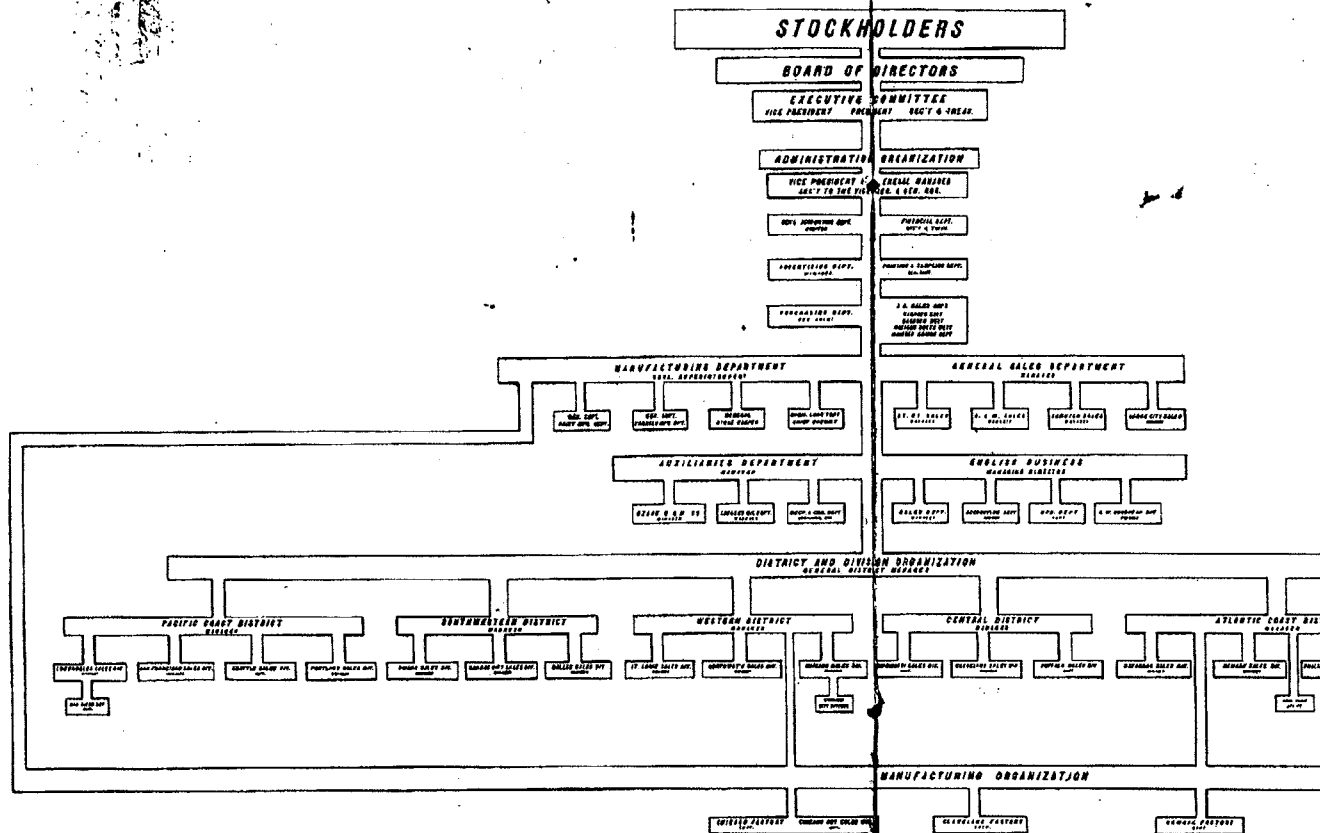
THE growth of our English business has necessitated our making many additions and improvements in our London plant, the most important of which are shown in the accompanying illustration.

Our new dry color building, which has only been in operation within the last month or two, is a thoroughly up-to-date building, equipped with all appliances for the manufacture of colors measuring up to the S-W. standard in every respect. This building, which is 120 feet by 50 feet, is erected on the site of the old dry color building.

The other building which we show, 80 feet by 48 feet, is devoted entirely to the manufacture of prepared paint, "B. P." and S. W. P. Our prepared paint is steadily winning for itself an enviable place in the paint trade both in England and on the Continent. The creation of these new facilities will place us in good shape to supply the demand which we are stimulating by the prosecution of a vigorous and extensive promoting campaign in the interest of our well known brands of prepared paint. The possibilities of extending our English business beyond the present limits are most favorable, as we have not only the local market in Great Britain, but a limitless export field as well to cultivate.

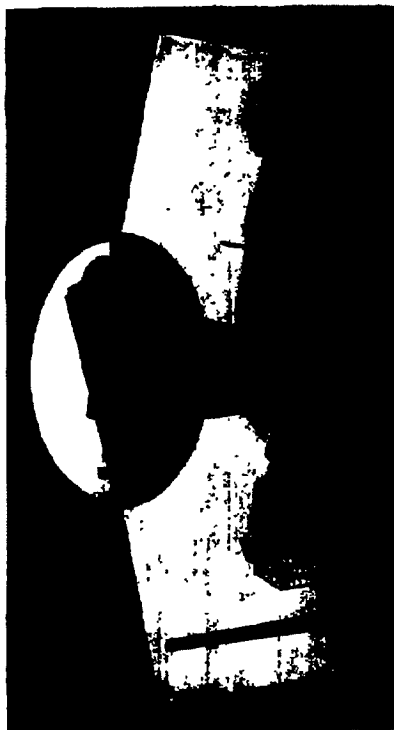
A number of other improvements which have been made in connection with our London plant places it fully on a par with our other branches in the matter of making S-W. Products of the standard which our policy demands.

Plan of S-W. Organization.



WE show above a graphic illustration of the organization of The Sherwin-Williams Co. This illustration shows the organization of the Company as well as the manufacturing and distributing facilities on which our business is based. It will be found of value as a matter of reference and will also furnish a comprehensive idea of the concrete business is handled.

Progress at Our Coffeyville, Kan., Smelter.



SINCE the last issue of the Progress Number of THE CHAMELEON additions, improvements and enlargements have been made in our smelting plant at Coffeyville, Kan. These additions are of such magnitude that this plant is one of the foremost smelters of its kind in the world. It is the well known policy of this Company to control the raw materials we use in the making of our goods. Our smelters at Coffeyville and Joplin and our lead and zinc mines at Magdalena, N. M., are important features in the carrying out of this policy.

While only additions to our Coffeyville plant are pertinent to this account, yet the importance of these are not understood unless we have a correct idea of the whole industry, which may be summed up as follows:

Plant Prior to 1907.

Bag Room.
Fan Room.
Furnaces
McDonal Furnaces.
Officers.
Laboratory.
Power House.
Coal Crusher.
Ore Crushing Plant.
Packing House.
Cooper Shop
Calcine Shed.

Extensions During 1907.

C Building, 2 McDonal Furnaces installed, more than doubling capacity.
F Building, 175 feet added to smelting furnaces, more than doubling capacity.
Ma & Mb Buildings, Bag Room doubled in size and capacity.
The installation of a Corliss engine and addition of electrical equipment sufficient to double the power supply.

One who is well qualified to judge, but who is not identified with the

Company in any way, has expressed the opinion that the smelter at Coffeyville is not surpassed by any other zinc smelter in the world, either in size or equipment.

The views of the Coffeyville improvements appearing in connection with this article show the McDonal Furnace building, where ore is roasted, in course of erection; also the 200-foot stack used in connection with our oxide furnaces. The addition to our smelting furnaces is also shown. This building is now over 400 feet long, the recent addition being 175 feet. The Bag Room, which we also show, has just been doubled in size during the last year and, of course, the capacity is correspondingly increased.

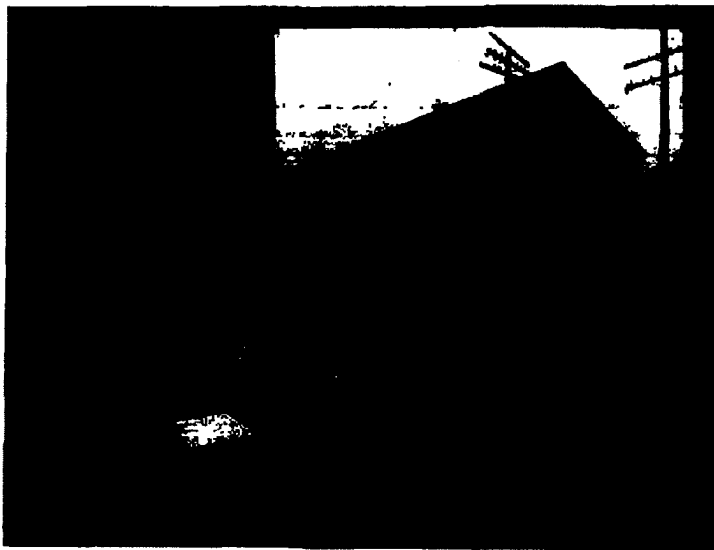
The two interior views of our Chemical and Fire Room Laboratories give a good idea of their general appearance, but it is impossible to show the scientific appliances and apparatus with which they are equipped and which are the most important part of a laboratory.

The added equipment which it has been found necessary to install at Coffeyville during the past year is fully up to the standard of progress maintained in other departments of the business and we are now in better position than ever to meet the large demands for raw materials which enter into the making of our paint.

Though no changes have been made during the past year to our Joplin, Mo., smelter, this plant is still running to its full capacity to meet the demand for our increasing consumption of raw materials. Recent development at our mines at Magdalena, N. M., has opened up an immense deposit of high grade zinc sulphate ores and negotiations are now pending for the erection of a large concentrating mill to be erected there.



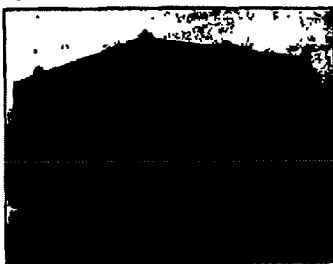
New S-W. Warehouses During Year.



HIS Company has an enviable reputation among consumers, both large and small, for the promptness with which orders are filled, and not a little of our success is attributable to this fact. In order that S-W. Products may be available at all times in any part of the country we have organized a system of warehouses covering the country from one end to the other. The past year has been an unusually busy one in the way of extending

our warehouse system, five new warehouses having been established since the last "Progress Number" of THE CHAMELEON was issued. The places where new warehouses are occupied are St. Louis, Seattle, Winnipeg, Portland, Boston and Philadelphia, and we show herewith cuts of all these buildings.

We have had warehouses in Boston and Winnipeg for years, but our new quarters are much more commodious and convenient. We have not previously had storage facilities in the other cities mentioned. The saving of time in filling orders by having widely dis-

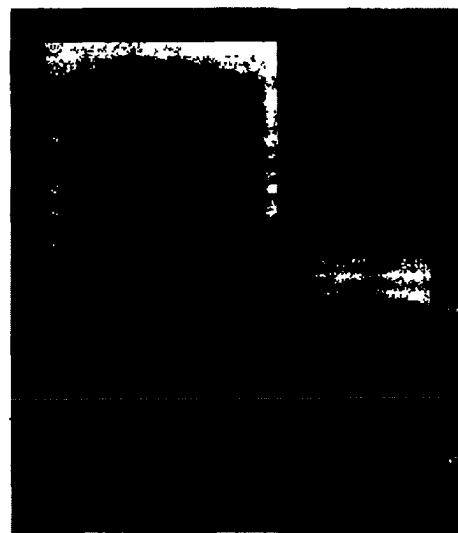


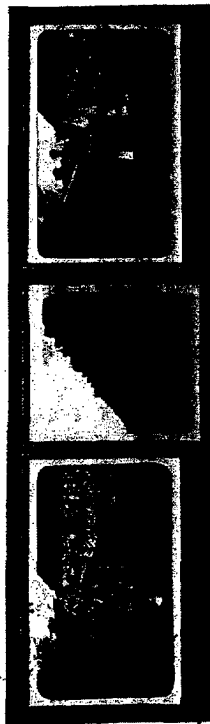
New Warehouse at Portland, Ore.



New Quarters at Philadelphia.

Perhaps Western Canada, that portion which is our distributing point, is growing and expanding rapidly of the Dominion. The gains in manufacturing which Winnipeg has made and is making are pronounced in America. In order that our Western Canadian customers to the best advantage, we have built a new and large warehouse at Winnipeg, photograph of which we show here. It contains a complete stock of S-W. Products in this warehouse to meet the large demand for our goods in the West.





SW. Products on the Continent.

OUR London branch, by supplying us with the accompanying photographs, has made it possible to acquaint THE CHAMELEON readers with the appearance of our most important European agency and those who are connected therewith. The center photograph of the three printed above shows the office and warehouse of Naegley Co., our agents at Mulhouse, Alsace.

The first view shows Mr. Naegley in apparent danger of being inundated with S. W. P., while in the third photograph he is shown at the head of the line. Next to him is Mr. Brown, a member of the firm of Naegley Co., and the last lady in the line is Mrs. Naegley.

Call for Twenty-Seventh Annual Convention.

ONCE more it becomes my pleasure to announce in this formal way that our twenty-seventh annual convention of managers and representatives will be held at the headquarters of the Western District at Chicago, October 28th to November 1st, inclusive. A reception will be held in the convention quarters Monday morning, October 28th, at 8:45 o'clock, and roll call will begin at 9:15. Be prompt.

We are eagerly looking forward to greeting once more the men from the field, and right heartily will they be welcomed after the strenuous and successful work of the past year. New records and new reputations have been made in all departments, districts and divisions since last we met, and we are always glad of the opportunity this annual gathering gives us of meeting and rewarding the staff that has accomplished so much.

We have great work ahead of us, and we count high on renewing and adding to our strength and knowledge at the forthcoming meeting. It will be the largest we have ever held and, like all the rest, we expect it to be the "greatest ever."

Judging from the way the new fiscal year has started in it looks as if the rapid gait of the past is not only to be continued, but is to be quickened considerably. We are, as usual, out after new records, and the spirit and work of the convention seriously and earnestly entered into will help each one of us to do better work than ever before. That's the principal object of it. Looking forward with pleasure to seeing you again, I remain

Vice Pres. & Gen'l Mgr.

Promoting Managers Convention at Cleveland.

THE first convention of the Promoting Department Managers was held in Cleveland on September 16, 17 and 18. The following were in attendance: L. R. Greene, Advertising Manager (Chairman); J. F. Haggerty, Chicago; R. I. Lott, Kansas City; J. B. Bowman, Newark; R. M. Simonds, Boston; L. M. DuCommun, Cleveland; R. B. Johnson, Montreal; C. E. Libby, Minneapolis; L. F. Collier, San Francisco. The following were also present: D. G. Newton, T. B. Thrift, B. E. Elliott, H. M. Tandy, S. B. Chittenden, C. E. Horton, C. L. Reely, Advertising Department; S. E. Baldwin, General Supt. Printing and Sampling Dept.; H. C. Grund, C. V. Lloyd, Central Division.



Group of Promoting Managers in Convention at Cleveland.

The convention was called for the purpose of discussing the present methods of handling the promoting business and to get by this means opinions and suggestions for the improvement of our systems. In addition to this it was thought that the Promoting Managers, by becoming personally acquainted, would be enabled to work together to much better advantage. The unanimous opinion of those present at the convention was that it had been an unqualified success and that much benefit had been derived from it, for the discussions had brought out many new and better methods which could be incorporated into our methods.

On the evening of the 17th a banquet was held at the Hollenden Hotel, followed by a theatre party. During the dinner many S-W. songs were sung and short speeches made by a few of the guests.

IN this number of THE CHAMELEON, as in all future numbers, there is a poster showing the advertisements which we are running in the November magazines. This action is taken in order that you may become familiar with our ads in advance of their appearance.

These posters are also being inserted in THE S. W. P. and agents are requested to paste them up in their windows. Urge them to do so in order that our advertising may bear greater fruit.



Cleveland Sales Division.

If the propitious start that Central has made continues throughout the year there is no doubt that we will be at the head or near to it next September. Central certainly has the spirit and determination to win out this year and we predict great things.

Our representatives are putting forth every effort to make a good showing before convention and as a result some fine new agency orders have been landed. This is the time when special effort should be made to land new accounts, as the B. P. A. campaign is now at its height, and if this effective work is carefully followed up there is no reason why good results should not be attained.

Members. C. M. Carpenter, J. E. McGinnis, J. T. Austin and G. M. Statia are the latest additions to our sales force and we bespeak for them the greatest success. Mr. Carpenter has charge of the Buffalo trade sales and is doing remarkably well. Mr. McGinnis landed three new agents and Mr. Austin two the first week they were on their territories—an exceptional record. It may be of interest to know that Mr. Statia started with this Company about eight years ago as office boy and by constant application worked himself up to Chief Clerk of the Trade Sales Department. He assumes his new duties with the best wishes of all.

The number of replies that we are daily receiving in our Paris Green campaign assures us that this year's sales will be unprecedented. We have already received some splendid orders and among the recent ones we may mention one that Mr. Torrance obtained for two tons; Mr. Robinson landed a 5,000-pound order, and Mr. Penderly several ton orders. The Paris Green bulletin recently sent out contains some valuable pointers on our Green and we are sure has proved an incentive to greater efforts in getting specifications.

Our extensive magazine advertising campaign makes the S-W. proposition much stronger than ever before. The representatives were loud in praise of it when the subject was first broached and promised to make it a success—now it is up to them to see that the results will warrant a continuation next year. It is a splendid talking point. Take advantage of it.

Our Promoting Department is better able than ever before to help the representatives land new accounts and keep in touch with the trade, and we know that they will not hesitate to draw on us for assistance.

THE CHAMELEON.

We are glad to welcome to our ranks Mr. J. associated with the Accounting Department at Ka

Chicago Sales Division

Mr. Neil Flenner has been engaged for Terri Miller, resigned. There are excellent opportunities in that territory and we wish Mr. Flenner every success of them.

September was a big month in new accounts the good record made. If we keep up the pace, alone will be a big item.

Mr. N. E. Reber, our popular cashier, has left October 6th. We unite in extending to Mr. Reber a happy event.

District Supervisor S. H. Stewart has been with us. His efforts thus far have been productive of

The following salesmen visited us during the month: D. G. Craig, Royal Cluxton, P. E. Hinkson, E. C. and J. W. Anderson.

Northwestern Sales Division

Mr. C. F. Bennett secured a new agent at Lemmon, November 1st. The name is rather suggestive, but he has brought forth good fruit even in Lemmon, as the papers that the ranchers and citizens celebrated the event in town a few days ago.

The "Paris Green Fever" still continues to grip our representatives are making a special effort to secure orders possible before convention.

After putting in three weeks at Chicago and the Promoting Departments and also attending to the meeting at Cleveland, Mr. C. E. Libby has returned to his work in this department. He is feeling very good prospects for this year. Our Promoting Department is organized and in shape to do business.

During the past week we had a visit from Mr. Stockkeeper at Cleveland, and he gave us a great deal of information that will prove valuable.

San Francisco Sales Division

We are pleased to announce the appointment of Mr. Promoting Department Manager at this point.

from the General Sales Department at Cleveland, having also had experience in promoting work at Kansas City. We extend Mr. Collister cordial Pacific greetings and are beginning to look forward to the time when he will bring home the P. D. Top-Notcher prize. Other P. D. managers please take notice.

We have also the pleasure of introducing Mr. W. E. Carter and Mr. L. B. Murphy, who will travel on Territories 510 and 511 respectively. These men are imbued with the S-W. spirit and enthusiasm, which means that we will soon hear from them as giving the veterans a run to the goal.

An order for 500 gallons Enameloid has been secured for the new St. Marks Hotel, Oakland, Cal., and the goods are now being used. Photograph later.

To the boys on the road. September was a dandy. But October is going to be better. And what's more, we are ready for it. We have rolled up our sleeves in anticipation and we know we are not going to be disappointed. With our stocks in good shape we want to make an impression, not only on the stocks, but with your customers. We are all willing.

Portland Division.

Mr. W. J. Bland has been appointed Sales Manager of Portland Division, succeeding Mr. G. G. Mowat. Mr. Bland for the past number of years traveled on Territory 500, and we wish him success in his new duties.

Seattle Depot.

One of our agents here secured a contract for painting a church (he is also a house painter and decorator and having a clinging affection for lead and oil). He figured out carefully, with some assistance, how much the job would cost by using lead and oil, the lowest estimate being \$60.00. He had frequently been told how much better and at less cost it would be to use S. W. P. He decided to do so, the result being that the material cost him \$45.00, being a net gain of \$15.00 in material alone, to say nothing of time saved, waste, etc. "Good-bye lead and oil."

One of the things worth noticing in this Northern territory is the taste that is being cultivated for the "Barrel Habit." This "Barrel Habit" is a good one and trust that it will become second nature. A great many of our orders are barrel orders; for instance, 36 bbls. of S. W. P. for a Northern steamship company, 5 bbls. of Petriloid for a hotel company, 5 bbls. of Filler for a concern making hardwood floors, and so on. The 5 bbls. of Petriloid mentioned is for cement foundation work on the Rainier Grand Hotel extension in Seattle, which will be seven stories in height. We expect to assist the Wilson White Hotel Co. to build on this foundation.



FORESIGHT.



CAN see what is coming to pass
By the aid of this wonderful glass;

Gee whiz! what a noise!

Have a look at the boys.

It surely can't be the big meet at the Hague;
They're too handsome for doctors discussing
the plague.

No, the talk's about paint,

And I'm blowed if it aint

CHICAGO!