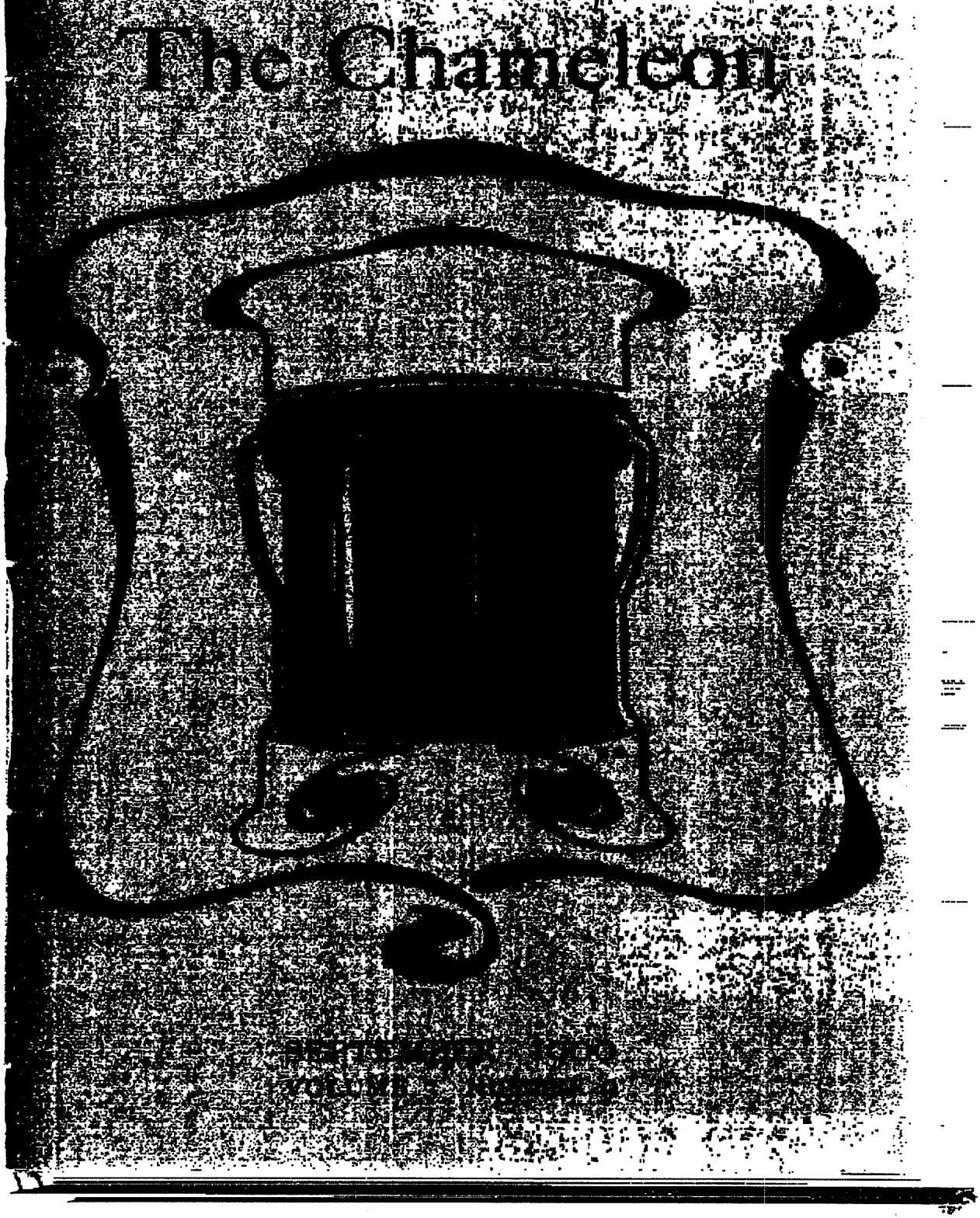
The Chameleon



The Chameleon.

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THE SHERWIN-WILLIAMS CO.'s loyal staff.

VOL. III. SEPTEMBER, 1900. No. 9

FALL BUSINESS AND THE OUTLOOK.

WE are very well pleased with the business done since August first, which is as usual much in advance of the same period a year ago, and the outlook for the remaining two months of this phenominal year is promising.

The work among the B. P. A's has been particularly successful. We have never before obtained so many new agents at this season of the year. We are therefore greatly encouraged, and will prosecute this important branch of our system more vigorously than ever. We are getting together a valuable list of names to work on for another season, and every salesman should make it his *particular* business to see that the office has a complete and accurate list of B. P. A's from his territory. The list should embrace every town worth working, in which we have no agent. The salesman who neglects this work misses one of his best opportunities for increasing the trade of his territory.

Our plans for the future are more extensive than ever. We are providing facilities for an immense output in 1901. The Company is investing large amounts of money in buildings and machinery. This means added responsibility for all of us, for we must keep this new machinery awhirl, and the whole plant alive with activity. This means we must sell more goods. The *selling* force is the *propelling* force.

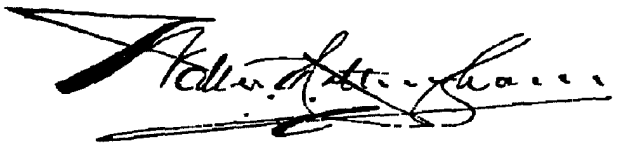
These extensive preparations are being made, this large amount of money is being spent because the management has faith in our great organization, faith in the ability of our matchless staff and confidence in the future of our progressive country. We are optomists with our faces turned towards a goal, still far from us, but which we'll reach, and when we do we'll need a new world to operate in.

The large new building to take the place of old "A" building at the Cleveland plant is making progress and will add greatly to our facilities there.

Work on our Newark factory has already begun. We shall have a plant at this point that will be a credit to us all and give the boys of the East plenty of opportunity to extend their trade.

At Calumet we have extensions and improvements under way which will be of material benefit to Chicago.

We will spare no expense to make our plants the most perfect of their kind, and we will exhaust every means of perfecting our organization and system to the highest point. The rest is safe with our staff.



General Manager.

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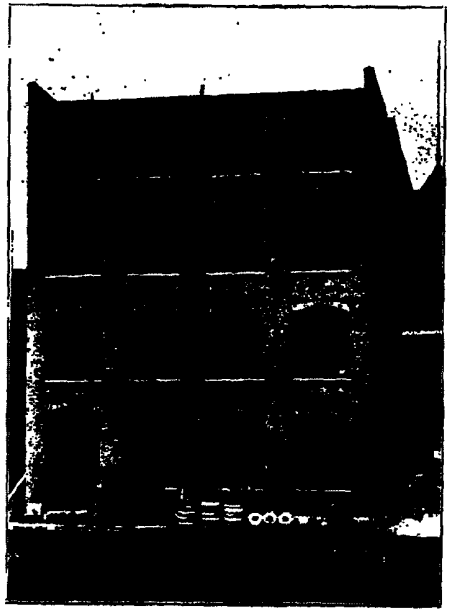
The New "D" Building at Cleveland.

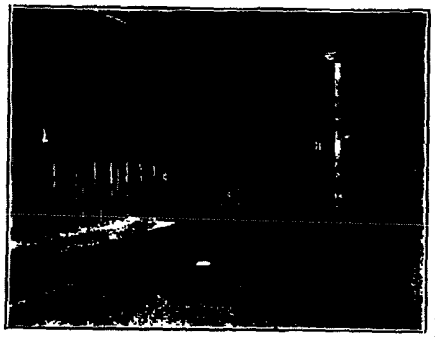
WITHIN the last few months a new "D" building has been erected on the sight of the old machine shop at Cleveland. This fact will be a surprise to those who have not been in Cleveland recently. The improvement was planned and carried out very quietly, indeed the Factory was almost too modest, for the building as it stands is an important addition to the plant and should have been heralded with no little pride, as further evidence of our progress.

The building is on the river front and joins the "B" building, being virtually an extension of it. It is 42 feet wide, 30 feet deep and four stories high.



The New "D" Building, facing the Cuyahoga River.

The machine shop proper is on the ground floor. The second floor is used at present as temporary factory offices, but as soon as the new "A" is finishished, will be occupied by the carpenter shop. The third floor is divided into storage, lockers and lavatory for the "B" mixing department.



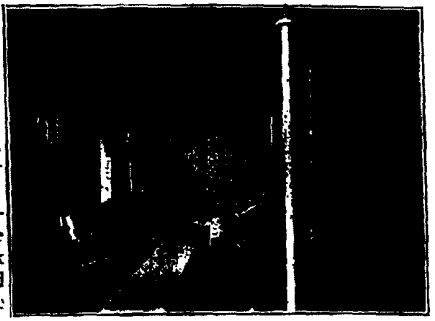
Men's Lockers, Lavatory and Baths for Tin Shop.

The fourth floor has been splendidly fitted up with lockers, lavatories, shower bath and rest room for the tin shop employees. The illustrations give only a fair idea of these conveniences, as it is hard to get good photographs of the rooms.

The lavatory for the women of the tin shop is combined with a rest room, a feature of modern factory improvement that we would have added many years ago if there had been available space.

The appointments throughout the building are very complete. One of the most conspicuous features are the balcony office rooms on the first and second floors, arranged for the master mechanic and draftsmen.

The new "D" not only increases our facilities to a large extent by giving us good work shops for the machinists and carpenters but also makes the factory more "livable", and increases the comfort of the employees.



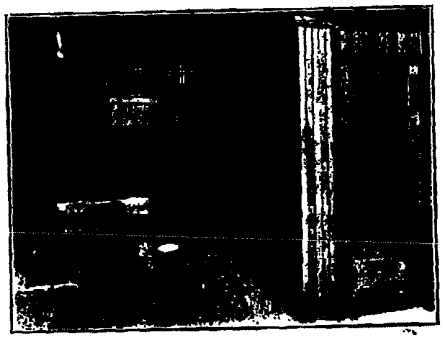
Women's Rest and Toilet Room for Tin Shop.

Varnish Gum and Gum Fields.

Damar Gum.

UNLIKE the other gums of which we have written, Damar is not a fossil gum. It is taken direct from the living tree that has been "bled" for the purpose.

The principal source of Damar is the *dammara orientalis*, a pine tree of Java, but the tree is also a native of Sumatra, Borneo and other islands of the Malay Archipelago, so that the production of the gum is not confined to any one locality. The gums from the various islands are, however, sufficiently different to make a distinction between them and are named after the ports from which they are shipped. The gum from Java is known as Batavia Damar, that from Sumatra, as Padang Damar, and that from the other islands, as Singapore Damar. The Batavia and Padang Damars are very similar except that the latter is slightly more yellow in color.



"B" Mixing Department Lockers, Lavatory and Baths.

The Jara trees are periodically cut or stabbed by the natives with a sharp iron tool, deep incisions being made in different parts of the trunks. When the sap begins to run in the tree it oozes out of these wounds, a viscous substance that solidifies after some days into elongated masses of gum.

There is also a natural exudation of the sap that comes from rather large excrescences

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just above the root of the tree. In Sumatra this natural exudation has been so abundant at times that the natives have found it unnecessary to make the incissions.

The trees are "bled" for the most part on the lower portion of the trunk, though they are often climbed for the purpose of cutting higher up. The gum that comes from the upper part of the trunk forms into large stalactites, at first glassey and colorless, changing gradually to a golden yellow.

From time to time the natives go the rounds to detach the gum that is in condition. Often the larger pieces fall of their own weight and are washed into the streams from which the natives gather them.

Batavia Damar is a perfectly white gum, running in size from pieces as large as a walnut down to a dust, when ready for warket. It is very clear and free from the soil that comes with the fossil gums. The Singapore quality is about the same in size, but runs from white to a sickly pink, the intervening shades being yellowish.

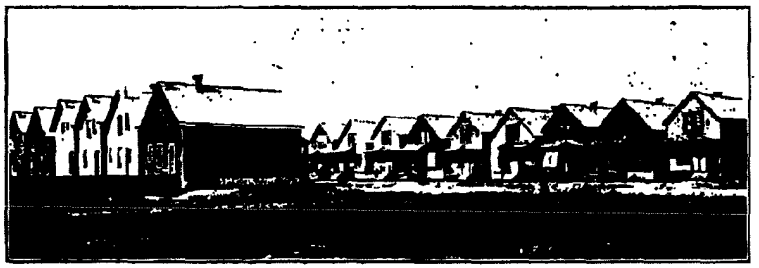
Damar is about as hard as a candy ball. It is brittle and not at all flexible or elastic. It is quite tacky and when held in the hand for a faw moments the heat will make it adhere to the palm. When fresh it has a highly aromatic odor, which it loses as it hardens by exposure.

In varnish making Damar is often cut with cold spirits, to which it will yield readily, and not infrequently in heated spirits as well, when it runs down more rapidly, but with the disadvantage of discoloring to a slight yellow tint. In cold spirits it remains perfectly white.

Large quantities of Damar are used in the Catholic countries of Europe and South America in the manufacture of wax candles, the gum being used as a sort of sizing for the wax. Oriental communities use it for incense burning.

The total production of Damar for a year reaches about 22,500 cases, one-third of which comes to the United States. The range of price for the gum is from about five cents a pound for the cheapest grades, up to fifteen cents for the best selections, the market prices fluctuating considerably.

It is difficult to obtain illustrations of the Damar industry, as interest in the subject is confined to comparatively few in this country.



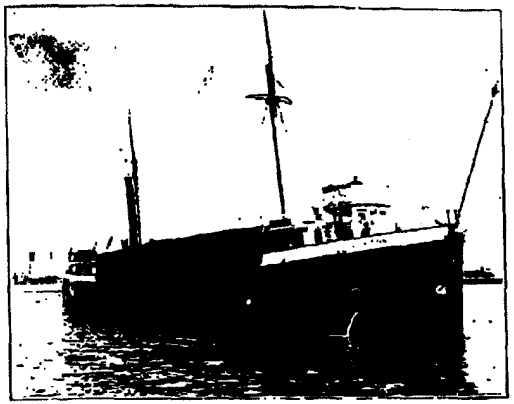
A Row of 15 S. W. P. Houses.

These 15 houses at Niagara Falls, N. Y., are all painted with S. W. P. The colors used were Gloss White, 371, 456, 382, 475, 357, 479, 464. The painter's estimate called for 110 gallons, the amount used was 85 gallons, leaving 25 gallons over. The houses are owned by John Finnell, contractor and real estate dealer.

An S-W. Steamship to Carry Our Lumber.

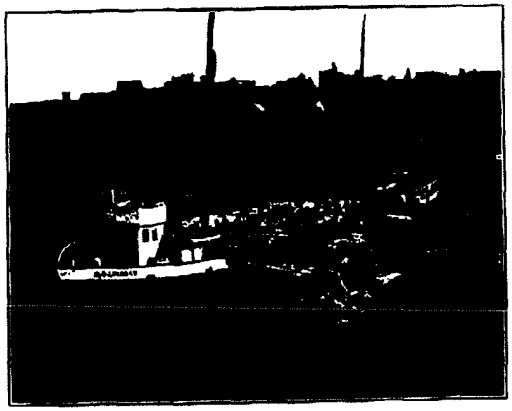
THE lumber for S. W. P. packing cases is now carried from Duluth to Cleveland in our own steamship, the "A. G. Lindsay."

This is another instance of the growth that has been so evident throughout the year. It is part of the expansion that was heralded at the last convention.



The "A. G. Lindsay," coming through the "Soo" with her first load of S. W. P. lumber.

Two views of the "A. G. Lindsay" are shown: one taken as she was passing through the "Soo" with her first load of S.W.P. lumber, the other as she was unloadidg it at the Box Department docks. She carried, at the time these photographs were made, 1,050,000 feet of lumber.



The "Lindsay" unloading lumber for S. W. P. boxes at the Box Department docks.

The "Lindsay" is a wood hull, screw steamer of 1354 gross tons, 200 feet over all in length, 37½ feet beam. The depth of her hold is 14'8 feet. She makes about 10½ miles an hour and is registered as "A-1", the highest class in Inland Lloyds. Her equipment is all of the most modern type, including electricity, steam steering gear, steam windlass, etc.

The "Lindsay" carries coal on her return trip to the head of the Lakes as most of the lake carriers do. She also usually takes a consort in tow, and makes one or two landings at various ports on her way up.

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The round trip under such conditions takes about 19 days, but her speed would make it possible to go and come direct in less than twelve.

The boat was purchased by the Company some six months ago and has already made a number of trips for us.

Salesmen ought to find it a telling point to state that we own such a vessel—a Sherwin-Williams steamship to carry lumber for S. W. P. cases!

S. W. P. for the First Coats.

BY ROBT. JOHNSON.

THERE is a point in connection with S. W. P. when used upon the exteriors of buildings with which I have made investigation and had considerable tussle. The deduction of all my different experiences and trials is this:

In no case should S. W. P. be used in its original consistency for first coats upon old work. It should always be reduced by one-half gallon of oil to each gallon of paint. On new lumber it will stand much more reduction, the amount of oil depending upon the lumber. On spruce or a very close grained pine clapboard it should be reduced by fully one gallon of oil to each gallon of paint.

I have noticed that wherever a complaint has arisen, through peeling or blistering, if sap or gum have not been the influence underneath the first coat, that the paint had not been reduced, and therefore, as we all know, was too heavy for good results.

There's nothing like a good priming coat. You can hardly have it too thin. Fill the pores and carry out the primary idea of the operation on scientific lines—for preservation is the very first idea in painting. Now that we have The S-W. Primer (and it is being well received) the liability of running up against these snags has been very largely obviated, still I notice that upon old work the tendency is to apply the paint just as it is, and that should not be allowed.

Why do 50 per cent of the people who build houses paint them? Is the idea begotten of the sense of style or beauty or general appearance they possess? Not at all: it is a compulsory idea which is derived from an innate sense of preservation. The oil, as we have it in S.W.P., would perform this alone, but as the expense is going to be the same, a few pigments, associated with this oil in the right way, will just change the complexion of the structure, make it conform more to the general surroundings and dress it up. My experience teaches me that the old methods of manipulation, therefore, are entirely opposed to the fulfilling of these results. To preserve the wood, the pores must be filled, and if you are going to associate pigment with oil, you must do it in such a way as to produce a perfect union of all the particles with the oil, and so that wherever the oil goes, the pigment will be fine enough to go also. This is where I make my best point with the painters.

Is it not reasonable? Can he accomplish this union or consolidation with a stick, for you must ever keep before you the fact that he is working always with a coarse product, when he uses white lead. And, let me say rigt here, that while I have listened to so many different opinions on the chalking and falling off of lead, my experience teaches me that the chief cause for most of this kind of deviltry is the coarse, crude way in which the paint has been prepared. When you examine lumber that has been so treated, you will find every pore in it as empty as the rest of it, proving that the product never went the length of being a fit foundation to carry anything.

I, therefore, move that upon each can of S.W.P. there should be placed a label, and printed upon it in red ink, instructions as to how its contents should be handled. Of course we always talk these points to the dealer and consumer, but how long do they remember any of these details? The paint goes out, and as it is prepared, it is considered ready for the brush, while practically it is not.

Now I must leave you to go and take an order, but before going, I just want to tell you that I consider S. W. P. the evolution of the correct idea of a perfect paint.

The Strongest Argument of E. L. Durkee & Co.



E. L. Durkee & Co's splendid group of S. W. P. buildings painted this season.

WE have seldom had the pleasure of presenting such convincing evidence of an agent's enthusiasm and interest in S. W. P. as this group of houses sent us by Messrs. E. L. Durkee & Co., Gloversville, N. Y. The illustration was made from an 8 x 10 photograph and that in turn had been made from a very large framed display. Its effectiveness is very apparent and may easily be, as Durkee & Co. state, "the strongest argument to prospective customers."

E. L. Durkee & Co., hardware and

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paints, are in Mr. H. T. Sheldon's territory and the letter that follows was addressed to him in response to his solicitation for the photograph.

Gloversville, N. Y., Aug. 29, 1900.
Mr. H. T. Sheldon, New York.

Dear Sir:—We mail you under separate cover a photograph of the mounted pictures of some of the houses painted with S.W.P. this season.

Our method in using this group has been, as soon as a particularly attractive house was being painted or finished, to get a photograph taken of it. As soon as enough pictures are obtained, they are mounted in this manner.

We find these actual photographs the strongest argument to prospective customers, that the best looking houses in the city are painted with S. W. P. We place on the back of this board the figures corresponding to each building, showing number of gallons of each color and actual cost of material for painting. This gives a clearer idea to customers than a mere estimate.

The exhibit attracts more attention to S.W.P. than any advertisement we have yet used, and we find people are *surprised* at the number of houses painted with this prepared paint.

It is helping us convert our city to the universal use of S.W.P.—which we hope in time to accomplish.

Yours respectfully,
E. L. Durkee & Co.
A. C. Philips.

Some Points on Complaints.

BY J. C. BEARDSLEE.

IN an experience that extends over a great many years I have become more and more satisfied that in the majority of complaints that are made with reference to S. W. P., the difficulty can be traced (were the facts all known) to some cause entirely outside of the paint itself. Unsatisfactory results are traceable either to the application of S.W.P. upon surfaces that are unfitted for its reception or to the application of the paint under conditions that do not permit of the best results.

I am satisfied that troubles and complaints would largely be eliminated had all of our agents a thorough knowledge of the proper application and use of paint and knew what might reasonably be expected of a good paint under all varying conditions. Do the representatives appreciate the necessity and desirability of personally looking into complaints which may be made with reference to our goods, right on the spot? There is no time like the present and there is no investigation like a vigorous personal one. Facts will be brought out with reference to the application and conditions that never will be found out if the investigation is carried on in a perfunctory way.

There is nothing that will so strengthen the representative with the agent as a disposition to look carefully into matters of complaint. If the representative is able to suggest a reasonable explanation for the difficulty his reputation as a thorough paint man is established.

It is not possible in the limits of this article to cover the subject. I can, however, indicate a few general points which I believe will be found of advantage.

We are so thoroughly convinced of the good qualities of the goods we offer that we can have no object in shrinking from the most thorough investigation. There are times, it is true, when it seems as though paint—no matter what kind—would not wear.

The main difference between a good paint and a poor one lies in the fact that with the good paint the main cause for complaint is ignorance on the part of the agent. Investigation carried on by the representative and agent will educate them both. We have some agents now, from whose territories we receive pratically no complaints because the agent's familiarity with the subject makes him our greatest safeguard. Just in the proportion that our agents can be brought to the same knowledge, complaints and difficulties will diminish.

Causes which tend to bring unsatisfactory results in painting have been classified as far as they can be in the Salesman's Hand Book. The student will find that careful study of unsatisfactory jobs of painting—in connection with the Hand Book—will make clear many points that now seem obscure.

In investigating an unsatisfactory job, one should be provided with two things: a pocket microscope and a good sharp pen knife. Prod around with the knife; scrape the paint where it looks solid; note the condition of the undercoats clear down to the wood.

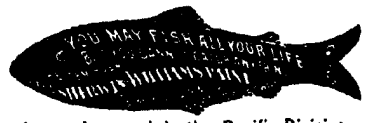
Then go to where the paint has started to peel; peel up the paint carefully to the point where it begins to adhere to the wood, then cut the film off square and study the situation with the glass.

Go carefully over the house, noting the spots where cracking is just beginning to appear. Cut one of these spots carefully, way down to the point the paint seems to be solid, and note carefully the conditions.

In doing these things developments will arise that are surprising. I remember a house that I was called to look at, which, it was stated, had been painted once with pure white lead and linseed oil, and again, two years before I saw it, with S.W.P. A little investigation of the kind described showed the house had been painted four times, as, with the microscope the four successive coats could readily and distinctly be seen. In this particular case it was ascertained that one of these paintings was of a particular brand of cheap paint, which was amply sufficient to account for all of the bad appearance of the house at the time of the investigation.

No doubt cases will turn up that it will be found impossible to explain, but by examining into them carefully, and looking for an explanation, general information with reference to what makes painting unsatisfactory will be gathered as an aid in accounting for future difficulties. A careful investigation of this kind, made by the representative and submitted to the office in full, will often enable those at home to supply the suggestion that completes the explanation. A mere statement that a house looks bad does not give those at home much of a basis on which to work.

By careful investigation the representative not only helps himself, but he aids the office to help him, and most of all he improves his agent.



A vacation catch in the *Pacific Division*.

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EDITORIAL

What Should Influence Us?

No matter how much of a self-thinker a business man may be, no matter how independent in his actions, he is always in some degree susceptible to outside influences. The thought and opinion of others cannot be totally ignored. They must not only be respected, but they must also be allowed to regulate, somewhat, almost every step that is taken.

What concerns ourselves alone may be done as we alone choose to do it. But there are few things that can be so classed, especially in business. At every turn we must give others their due consideration. We cannot be rid of their influence upon our work.

It becomes a serious question, then, with every thoughtful business man as to just what he shall let influence him most. What opinions and whose opinions shall have greatest weight? Where shall he draw the line in asking what will be thought of this or that course of action?

What others think or say can easily be given too much consideration. Our work can soon grow to reflect too much outside influence and not enough of our own individuality. But between that extreme and the absolute disregard of every opinion but our own lies the mean that every successful man has to find.

It is only a matter of choosing between influences, of picking those that it is safest to be guided by. But it requires a clear head and keen foresight to do that. It is more of a problem than many of us seem to appreciate. We drift along without much heed as to what influences us most, and unless we have some special gift for always choosing right intuitively we're pretty apt to accept the wrong influence nine times out of ten. It is dangerous to drift. We should consciously choose the influences that are to regulate our work.

If we are on the road selling goods do our customers have greater influence in our actions than the "house"?

If we are in the office does our home life shape our course more often than those we are working for?

If we are in the factory do the opinions of the heads of the Company have more weight than those of the men in the shop?

And whichever way it may be, are we sure the influence is the right one? Is it the right one in every case? When shall we disregard it and when not?

These questions and many more along the same lines are the ones that truly successful men ask themselves daily. They decline to drift. They prefer to steer their own course through the influences that surround them.

It is exercising the very best sort of independence to choose the influences that guide our labors rather than to let them choose us.

A Chance for Our Enthusiasm.

The enthusiasm which has always been a part of this Company's capital never had better reason to assert itself than now. The greatest year by far in the history of the business has less than seven weeks to run, but in those seven weeks we all have an opportunity to show what our enthusiasm for the Company is good for.

With the right sort of enthusiastic work and energy we can end the year with a greater rush and with bigger gains than we began it. Added to the splendid spirit that was shown last November we have all the accumulated enthusiasm of these months of phenomenal growth. We were enthusiastic in anticipation then, so to speak. We have now the enthusiasm of realization, and better than realization, for everything has exceeded our most sanguine expectations.

To look back over the past year and see the progress in building, the big gain in sales, the steady growth in the face of advanced prices, and the stream of business that kept coming in when other makers were taking their salesmen off the road, cannot fail to give every one a most genuine thrill of enthusiasm and a desire and will to end the year gloriously.

Let's see if our enthusiasm isn't stronger than the opposing forces of a Presidential election season.

Make every minute before Convention count.

♦

A man's philosophy of life can be all theory until he goes into business, and then, whether he practices his philosophy or not, he has to stick to the practical.

♦

Politics is business if you're in politics, but it hasn't any business in business.

♦

An ugly pitcher in service is more beautiful than an idle vase.

POVERTY is an incentive and a discipline. If most of us were rich and had nothing to work for, the world would be lazy and degenerate, softened with luxury, spoiled by lack of healthful opposition. Any condition that deprives us of hope is a condition of living death; but a poverty that makes us industrious, resolute, hardens our bodies and sharpens our wits is far from unfortunate, for it contains within itself the element of cure, and prime among its happy attributes is that Heaven-sent faculty of living in a future that has no offset to its perfectness—the faculty of hope.—CHARLES M. SKINNER.

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BRUSH MARKS

Central Division Notes.

Our office force have all returned from their vacation with the exception of Mr. Geo. A. Clark, who expects to sail from the other side about the 16th of the month. The fall routine has commenced with full energy and we look for a grand wind-up to this most successful year.

Master Edgar Eynon has assumed the position of Information Clerk and is rapidly becoming familiar with the routine of his department.

General trade for the month of August showed a most exceedingly satisfactory increase over last year, and orders received were in rather a remarkable proportion to the usual dullness at this season and to what we have heard of the general laxity of trade among other manufacturers. We feel that this must be due to the energetic work of the early part of the year which we wish now to continue more vigorously than ever.



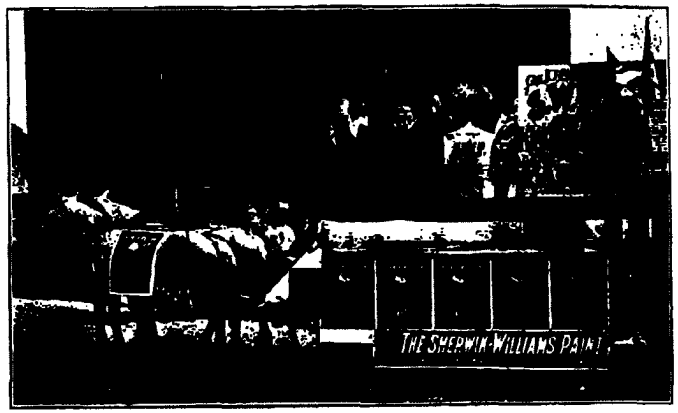
Unique booth of the Stockton Paint Co., Stockton, Cal., at their July Street Fair.

We wrote about a month ago to a number of our dealers in regard to making displays at county fairs, which we knew were to be held in their towns this fall, and received in many cases satisfactory responses, expressing a desire to co-operate with us in improving this opportunity to spread the name and fame of our products. It is of course a little out of season for most vigorous work in this line, but we believe when it is done well it will help largely to bring our products to public attention and induce business later on.

We are calling the attention of every Cleveland architect to the special merits of our P. M.-5 as a building paint, sending them one of the booklets. We hope to follow it up with other advertising matter as the season advances.

Mr. J. W. McCutchen has been engaged as a traveling representative of the C. & M. Department and is now on his initial trip. We expect good reports from him and wish him cordially the best of success.

A letter has been received from Mr. Geo. A. Clark, who is traveling through Europe with Mr. H. D. Whittlesey. Both men are well and enjoying their trip to the full. They are expected home September 22.



Calithumpian float of Will Braund, Port Hope, Ont., used July 2, 1900.

Messrs. Walter H. Cottingham, W. B. Albright, E. M. Richardson and Thos. Madill have returned from their fishing trip at the St. Maurice Club, well fit for the fall campaign.

Western Division Notes.

Business continues on the gain, and we now have a positive cinch on the figures estimated as the gross sales for the season of 1900.

We are very much pleased with the results of the work of our Promoting Department in the fall campaign. Our latest attempt on a set of letters recently sent from the office has produced most satisfactory results. We have added some few new agents, and have opened up an avenue for our traveling representatives to land more.

We had a pleasant visit this month from our leaders in new agencies, Messrs. Donnelly and Hommel. We are waiting with much interest to see the winner at the close of the season. A silk tile will crown the victor.

We are in receipt of a very interesting letter from one of our agents which we quote as follows:

"We are compelled to put in varnishes whether we want to or not, for when our customers heard The Sherwin-Williams Co. made varnishes they would have no other. They say 'The Sherwin-Williams Co. make such good paint they certainly must make good varnish.'"

This office was favored last week with a brief visit from one of the "Old Guard," Mr. David E. Fisher. He left the office to see the parade and we believe he must have become mixed up with the "tunnel explosion" as we have not as yet heard from him.

Improvements at the Calumet factory are progressing nicely. The old frame storage buildings are being torn down preparatory to the erection of the new building. The roof of the main factory building is being given a coat of tar and gravel, while among the improvements inside may be men-

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tioned a speaking tube system that will greatly facilitate work.

The Grand Army encampment held in Chicago the last week of August brought to town many of our S. W. P. agents who called on us. The expressions on the outlook for business at their respective cities were most encouraging.

New England Division Notes.

On August 26th we were very much pleased to have with us our General Manager Mr. Walter H. Cottingham, who paid us a short visit.

The Promoting Department reports encouraging work. Four new agents gained in the past few weeks.

The August sales showed up in splendid shape and the outlook is very bright for a big fall trade.

We are all at home now and ready for a great wind-up.

Division notes from the Eastern, Canadian and Pacific Divisions were not received up to the time of going to press.

Visitors at the Cleveland Plant.

During the past four weeks the following visitors were shown through the Cleveland factory buildings:

Mr. Elderfield, of The Elderfield-Hartshorn Hardware Co., Niagara Falls, N. Y.

Mr. Edwards, son of our agent, Ira Edwards, of Holley, N. Y.

Mr. A. L. Pearce, hardware and groceries, Sanborn, N. Y.

Mr. Jones, of Jones & Niver, Bowling Green, O.

Mr. Frank G. Smith, manager of The Osborn Manuf'g Co., Cleveland, with a party of employees of the compapy.

J. M. Rogers and son, Norwalk, O.

J. C. Rogers, Cleveland.

Wm. Voight, Pittsburg, Pa.

C. W. Balch and Charles Miller, practical painters of Coshocton, O.

S. W. P. "In the Air" Down South.

While painting a sign in Wilmington, N. C., Mr. James W. Ward was entertained by the lookers on with some characteristic remarks, samples of which he has sent to us.

"I will be dog-goned if that aint good paint."

"I reckon there aint anything to beat it."

"I know it is better than——lead."

"Painted my house with best lead and oil I could get: did't last a year: and I used Sherwin-Williams three years ago, and it is good yet."

"Say, boss. I spread a good many hundred pounds of that paint, and it is all right, sho enuff."

Mr. Ward says, "I must have heard a hundred good words during the painting of this sign, and not one kick. Our agent here is satisfied that he has the best paint on earth. He told me that when he started in business, instead of advertising his own business, he simply advertised that he was agent for our paints, consequently he and Sherwin-Williams Paints are known one as much as the other."

A Silver Medal for Factory Methods.

The Sherwin-Williams Co., Cleveland.

Gentlemen—Based on the photographs which you sent us, and which were interpreted and installed in the Department of Social Economy at the Paris Exposition, I am delighted to be able to inform you that you received an award of a silver medal.

I send you also two monographs which I prepared for the Exposition,

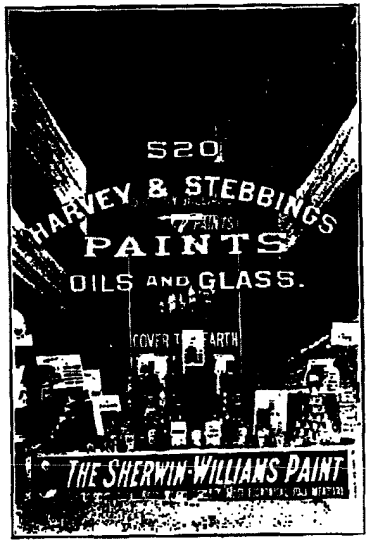
and you will find your work mentioned on page 27, 25. Each edition consisted of 5000 copies, which are being placed with selected names representing the most influential people in this country and also in Europe.

Very truly yours,

W. H. TOLMAN, Secretary,
League for Social Service.

New York, Sept. 4, 1900.

It might be added that we are receiving wide publicity, of the very best sort, as well as medals, at the Paris Exposition. Mr. Tolman's lectures, monographs and display of factory methods bring us to the notice of many people in a way that is better advertising than much we pay for. Among the evidences of this are the inquiries we receive from those whose attention is called to our work through this channel. A sample inquiry of this sort comes from Denver, Col., from an employer of over ten thousand men, who wishes to know more about our factory methods than could be learned at the Paris Exposition.



A strong window dressed by Harvey & Stebbins, Kansas City.

Does Promoting Department Work Pay?

The Sherwin-Williams Co.,
San Francisco, Cal.

Dear Sirs—Your advertising matter has come to hand with a regularity worthy of investigation.

Since I do not handle anything in that line, I handed your cards to Hardin & Finnell who desire to get the exclusive agency for Sebastopol. They are in the hardware business and wall paper, etc. I want you to give them the agency for your goods as they are both well known and well liked and responsible parties.

Yours truly,

THEO. R. WORTH.

Sebastopol, Cal.

Finnell & Hardin are now our agents and good ones. This letter shows that even if we do not always hit the man we aim at, we stir business up and make others do a little advertising for us.

ALEX. SCLATER,
Mgr. Pacific Div.

"Get the Whole Line In."

In the August number of THE CHAMELEON an article appeared on the above subject, and we are glad to say substantial interest is being taken in it and some progress being made in the work.

If every salesman will give special attention to seeing that a *full line* is carried by every agent it will make a vast difference in the volume of our sales in the small lines. It can be done. There are any amount of arguments that can be used to urge (almost

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to the point of insisting) that our agents carry the entire line. It's without doubt as much to their benefit as ours. The thing is to make them realize this.

Some of our agents have shown a voluntary willingness to meet our request as will be seen from the following letter which is in answer to our article on "co-operation" printed in the last "S. W. P." urging the agent to put the whole line in.

The Sherwin-Williams Co., Chicago.

Gentlemen—Thanks for the August "S.W.P." In answer to your article headed "Co-operation" permit us to say that we expect before the season is over to have your entire line of products represented on our shelves, as we wrote you in a previous letter. We started with a small order of Family Paint.

We are highly pleased with the seasons business in S. W. P. and are taking orders every week, two houses being painted this week.

Yours truly,
VAN DYKE & SPRIETSMA.
Holland, Mich.

Follow up the good work.

Comparative Sales of Customers.

We hope this important report which has been brought up to August 1st will have the closest attention of every salesman. It indicates exactly the condition of the territory. A careful study of it will reveal the strong points and the weak points that exist. This information intelligently acted upon and persistently followed up will enable every salesman to improve the conditions he has to contend with.

Annual Convention.

Already preparations are under way for our twentieth annual convention, the date of which has been fixed for the 19th of November. Nothing will be left undone to make it the "greatest yet." It *ought* to be the greatest after such a year as we have had. Every one will be thrice welcome. We will be glad to have suggestions from any one, that will help us with our plans. We hope all who are to attend will begin at once to make careful personal preparation for it, and come ready to take a hearty, active part in all the proceedings. This is the salesmen's great opportunity to bring before the management all matters that will help them in their work and we hope none will neglect it.

Record of New S.W.P. Agents.

Do not let up on the work for new agents. We have more extensive plans than ever under way for continuing it another season. Get as many into line as possible. If they can't be landed *now*, keep in touch with them and we'll get them for spring.

The record of those who stand highest in each Division is as follows:

Canadian Division,
Jos. Lacasse, ***41 new agents.***
Pacific Division,
Sidney Smith, ***29 new agents.***
Eastern Division,
M. B. Millspaugh, ***26 new agents.***
W. B. Haight, ***26 new agents.***
New England Division,
Territory 104. ***25 new agents.***
Central Division,
L. J. Fasquelle, ***21 new agents.***

At the annual meeting of the Canadian Manufacturers' Association, held at Toronto August 29th, Mr. C. C. Ballantyne, manager of our Canadian Division, was appointed first vice-president for the ensuing year.

Good Words from the Road.

AN all round word of encouragement comes from Oakland, Cal., where we are well represented by our old friends and successful agents, Messrs. A. Rittigstein & Co.

While visiting them recently the writer had the pleasure of being introduced to a Mr. Perry by Mr. Rittigstein. Mr. Perry is a new customer of his, who had purchased several small lots of The S-W. Products to fix up the inside of his house while his family were away from home. There was much encouragement in what Mr. Perry said, not only for ourselves but also for our agents, who carry well displayed stocks of paints. I thought it well to write, while his remarks were fresh in my memory, and pass the encouragement along.

"Being about to do painting," Mr. Perry said, "I was interested, and being interested I noticed while passing on the street, *what a large* and well assorted stock of paint they carried here. I knew at once they must do a good paint business, so came in for information. I was given several of your different color cards, which I took home, read, and came to the conclusion that The S-W. Co. knew what they were talking about and meant what they said.

"I required Floor Paint first: it proved so entirely satisfactory, that I went ahead purchasing your paints for walls, ceilings and bath tubs, with one and all of which I was highly pleased. Now I have decided to paint the building itself, outside, with S. W. P. I take an interest in painting, watching results, etc., and as your paints have turned out so well I am quite enthusiastic over them and consider myself fortunate to have made the acquaintance of The Sherwin-Williams Paints."

ALEX. SCLATER.

Mr. James W. Ward is now working through the Sunny South, where painting and paint stores present far different problems than in the North. But S.W.P. and S.W.P. methods are great levers, they set things moving where all others fail, and Mr. Ward is meeting with his usual success in stimulating the energy of agents.

At Winston, N. C., he found a competitor's agency sign in front of our agent's store, while our sign was carefuly stored on a back shelf. There were no show windows in the store front, only a row of double doors with heavy wire screens on them.

When Mr. Ward left there were eight 4 x 8 signs ready to go up, our agency sign was nailed firmly out in front, and plate glass had been ordered for two show windows to be dressed with W. D. suggestions.

Mr. Cashman, Shorburne, N. Y., informs me that he has sent you three names this season for special letters in regard to S. W. P. and that he has sold *two* of the parties.

I regard this as very encouraging and thought you would be glad to know of it. G. C. SCHELL.

The S-W. Co. were much in evidence at Madison County Fair, being held at London, O., a week or two ago. Our agent, Mr. Atchison, billed the town like a circus, even invading the judge's stand with an MM2, where all could see it from the grand stand, while AA1's and MM4's were everywhere. E. S. BLANCHARD.

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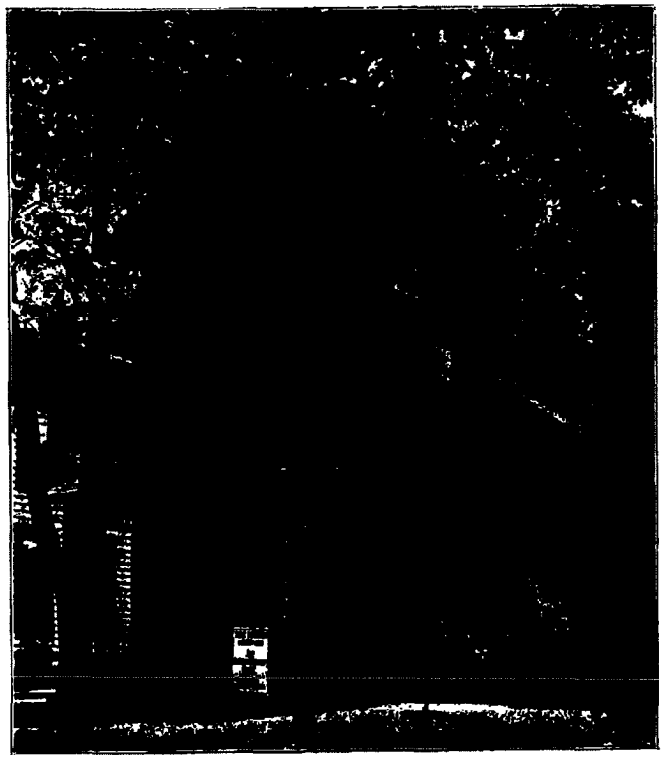
How to Paint and How Not to Paint Old Buildings.

BY C. F. PRATT.

THE question of how to paint an old building is far more difficult of solution than that of how to paint a new building. In the latter case the surface is all ready for the application of paint, while before an old building can be satisfactorily repainted, the surface must be carefully prepared.

Preparation of Surface.

The question of surface preparation is a rather difficult one, as so much depends on the condition of the old paint. If in fair condition, fresh paint can be applied as in the case of a new house that has been well primed. If the old paint is quite glossy, the surface should be well scarred with coarse sandpaper to give the fresh coat an opportunity to take hold. If the old paint is solid, but chalky, the first coat of fresh paint (S. W. P.) should be thinned with raw linseed oil the same as for new work, the amount of oil necessary depending entirely on the condition of the surface.



An S. W. P. House.

Residence of Mr. Calvin Cool, Canton, Ohio Body 375, Trimmer 498.

In repainting an old surface, the same care should be taken to insure a dry surface as in the case of a new building, and, in fact, aside from comments regarding priming, the same instructions apply to one as to the other.

Removing Scaling Paint.

Where the old paint is scaling, it must be removed if durability is expected from repainting. It is not sufficient either, merely to remove the paint from the spots when the scaling occurs, if it is at all general, for the chances are that the same conditions exist on other parts of the house, and will cause scaling after the new paint is applied, unless the old paint is removed.

The best way to remove old paint is to burn it off, and in fact, we believe it is the only practical way, and it certainly produces the best results.

Painting Over a Burned Surface.

For use over a burned-off surface, the paint should be thinned slightly with pure spirits of turpentine to flatten it somewhat. The grain of the wood is thoroughly filled with the old paint and will not absorb so much of the new. Hence it does not require such a large percentage of oil. It would always be best, where possible, to sandpaper the burned-off surface with coarse sandpaper before applying a coat of paint. A job that is worth painting is worth painting well, and great care should be taken to insure a durable surface. Where the burned off surface is well scarred with coarse sandpaper, the paint is more liable to stick.

On Unexposed Surfaces.

It often happens that while the old paint is well worn on the greater part of the house, it is still quite glossy on the unexposed portions, as under the overlapping edges of the weather-boarding, under the eaves, etc. In cases of this kind, these portions of the surface should be sandpapered.

It is not a good policy to brighten up a building by giving it a coat of paint every year or two as some people imagine. The paint does not have an opportunity to wear enough to present to the fresh paint a surface to which it will adhere.

Letters That Cheer.

RECENT LETTERS TO THE COMPANY FROM AGENTS, DEALERS AND PAINTERS.

The Sherwin Williams Co.

Gentlemen:—Your favor of the 2nd inst. regarding the electrotypes is at hand. The plates have also come.

We believe it is an effective manner of advertising and we shall take pleasure in properly using them in newspaper, on circulars, etc.

We are pleased to be able to say that we believe the prospect is better for larger sales for S.W.P. than any season since we handled it.

A very large order I have been seeking for a year or so I think will be placed in a day or two. It's for the Jesse Keeve Building, just opposite our store. Perhaps you will remember writing him two or three times to Barnegat, N. J. This, if properly done, will be another big ad for the paint.

I am sure the seed we have been sowing for years past is about to bloom into a beautiful harvest.

S-W. Co. Paint is all right.

Thanking you for the many favors extended, I am respectfully,

Glassboro, N J. S. H. STANGER.

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The Sherwin-Williams Co.

Gentlemen:—Your seasonable ads received. We have several electrotypes of S. W. P. and are using them in the papers and it brings us business.

We have not received any of THE S. W. P. since January number. We have not received the April number yet, and we miss it. We all read it, proprietors and clerks. We believe in expansion and THE S. W. P. helps us.

The paint trade has been late starting this season but it is opening up nicely now, and we want to keep it going.

Yours truly,
EPPERSON, HERRIOT & Co.

Princeton, Ind.

The Sherwin-Williams Co.

Gentlemen:—Thanks. We shall push the local advertising same as last year and hope to back up the reputation already built up on your paints. No better on earth.

Your advertising matter this year is *superb*, the best yet. Keep us supplied with color cards, etc., and we will show you results.

Yours truly,
Greenville, Ill. C. W. WATSON.

The Sherwin-Williams Co.

Gentlemen:—I received the electrotypes which I asked for some time ago. My intention was to change them weekly. I used No. 85 first, and the results have been so far beyond expectations, have thought best not to change yet, but will do so this week.

I want to congratulate you on this mode of advertising and the liberal spirit you show in your willingness to furnish cuts. Please accept my thanks, with a big push for S. W. P.

Yours very respectfully,
Cynthiana, Ky. J. M. DOUGLAS.

The Sherwin-Williams Co.

Gentlemen:—As I have used some of your paint and find it to be a good paint and would like to use some more of it. As there is no agent here I thought I would write to you to see if you would not locate one here. I think the firm of Flower & Boutell will handle your paint. Mr. Flower is an old painter and has used a large amount of your paint. You will have a good hand to recommend it for you. I want some one to handle it if possible, as I like it the best of any that I ever spread. I have spread a good many different brands of paint in my day.

Yours respectfully,
Stockridge, Mich. ELMER H. STOCKING.



A newspaper ad used by Harkness & Son, Brigden, Ont.

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