

WHAT
FIFTY YEARS
HAVE
WROUGHT

Ref
HD
9999
.P154
S42x



1868 - 1916

0007-SWP-034411

N 4349



CORNING, 1916
or
THE SHERMAN-WHEELER CO.

RECEIVED

PREFACE

The year 1916 marks the fifth
Year of the Company in business.
Our progress has been the result of a
firm and unshakable faith in quality,
backed by sound policies and aggressive
methods.

In all these years the Company has
adhered to the original ideas and ideals
of quality in men, methods and materials.

That this has been a wise course is evident
from the steady growth of our business.

We have here set down such historical
data as we believe will interest those who
take a few moments from the busy day
to turn over the pages.

My Golden Jubilee Message

years of such experience as many boys get who must work their own way in the world.

From the very beginning I felt that I had struck my life work, and would not allow myself to entertain a thought of any other occupation. Then I kept in mind the homely motto, "What is worth doing, is worth doing well."

I began by establishing a thorough office system. Then, in order to learn all I could about the goods and at the same time systematize the care and arrangement of them, I frequently put on old clothes and worked like a porter. I opened packages and examined their contents, found what they were for and how used, compared costs, and evenings studied all the books and catalogs I could find which in any way referred to these materials. While doing these things, I was training our employees in system, good order, and cleanliness everywhere about the establishment. I have always believed a fine sense of order prevents mistakes, saves time, pleases patrons, and is real economy to any business.

Fifty years is a long time to remember daily affairs, and I cannot tell when and how, little by little, there grew to be foundation principles, but I am quite sure they began to be formed in those early years, and I am extremely proud of the fact that our Company today preserves these principles, and has added others equally as valuable. There is a sincere effort throughout our organization to live up to these principles, and not just to frame them and hang them on the wall. It was always my endeavor to do everything I could to establish a good reputation by giving good measure and good quality, to avoid every trick that would save a penny at the expense of the other fellow.

In 1869 we erected lined oil works in Cleveland, and my partners were giving that branch of the business their particular attention, which left me without able assistance in the paint business, so I proposed a dissolution and a division of the business. This was agreed to. I relinquished my interest in the lined oil department, and they in the paint

(6)

My Golden Jubilee Message

department. At the same time I looked about for new partners to help me carry the load which I had assumed. This resulted in forming a new partnership, in January, 1870, with Mr. E. P. Williams and Mr. A. T. Osborn. Mr. Williams brought to the business the ability, energy and support which was required when we were growing so fast; Mr. Osborn was my head accountant. About this time my good friend, Mr. S. P. Penn, joined the force, and it is now one of my greatest pleasures that he is still one of us veterans, with the title of Vice-President.

The history of prepared paint as a marketable article is almost contemporary with the organization of our Company. It was about the year 1866 when Mr. D. R. Averill, of Newburgh (long since a busy part of Cleveland), "invented" a liquid paint which did not settle in the package. To accomplish this he made use of a formula which simply could not produce a reputable paint. Averill thought he had made a great discovery and that a fortune was in his grasp. He certainly was a pioneer in a great industry, but his line of procedure was not wisely chosen, so he, and those associated with him, never quite realized their ambition. His hope was to monopolize the business through his patents - something that any sane paint chemist knows cannot be done.

Though I had no confidence in Averill's undertaking, I was on friendly terms with him, and one day he invited me, with two other men, out to his little factory to witness his process, in order that he might be prepared for legal fights over the patents. And little as I knew then about making paint, after seeing what materials he used, I came away content to vigorously oppose "Patent" paint, as all liquid paint was called for many years. Averill soon had many imitators, and unfortunately for those who came after, imitated him too closely. Thus there came to be a well-founded prejudice against prepared paints. But the way had been opened to fill a long felt want, and gradually the large and other manufacturers began to turn their attention to the production of paints in liquid form of reputable quality.

(7)

My Golden Jubilee Message

With this handshake of prejudice and failure before us, we gave up our opposition to prepared paints, and put all of our energy into experiments to see if we could make a really good paint in liquid form. I need not tell you the results. Sherwin-Williams Paint was put on the market as the best paint that had ever been made. This claim has had abundant proof for over a third of a century, and today Sherwin-Williams Paint is the widest known, the best liked, and by far the most largely distributed of any in the world.

Various experiments and final success in manufacturing fine colors resulted in this Company developing two things: First, the invention of a type of mill so much superior to any others known that we have not been able to make more than minor improvements in them since. Second, the beginning and development of a style of advertising that has made our name widely and favorably known throughout the world.

There have been extensive and varied developments in our business, such as our manufacture of products particularly adapted to railroad uses, manufacture of carriages, automobiles, etc.

There has always been a disposition with our Company to get down to first principles, to secure the best equipment, both mental and mechanical, and to insure the use of the best raw materials, we have become producers of most of the staples that enter into our products, owning and operating lead and zinc mines, smelters, a corrodng plant, flssed oil works, chemical color works, departments for the manufacture of containers, printing and publishing, etc., most of these possessing some unique and improved methods. All of these have grown up by the able and untiring efforts of our own people, and all without combinations in restraint of trade. Thus one can easily see how this Company has become a world leader in its line of business. We live in the days of large affairs, and while principles never change, methods do, and great opportunities open to those who have the ability to see and grasp them.

(8)

My Golden Jubilee Message

When I began business a railroad was twenty tons, now it is fifty or more. In 1866 there was no through railroad to the Pacific Coast, no Suez Canal, no Panama Canal, no telephones, no dynamos, no electric lights, no storage batteries, no electric railways, no wireless telegraph, no steam turbines, no typewriters, no airships, and no automobiles. Other discoveries, inventions and developments within fifty years of more or less importance than those I have mentioned, would fill a volume, so you will not wonder that in looking back fifty years I marvel at the changes that have taken place in that time, and The Sherwin-Williams Company is simply keeping pace with the world's progress.

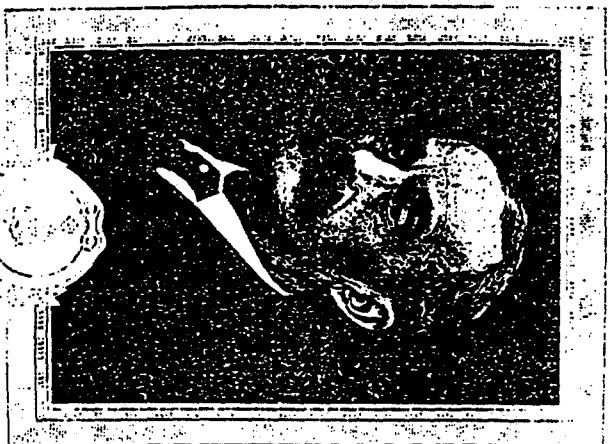
I would like to extend a friendly greeting to everyone connected with this organization in all parts of the world—to every merchant who handles and every consumer who uses our products. If it were possible for me to personally meet those who are interested in The Sherwin-Williams Company, such is my confidence in the quality of our products and of our business methods, I believe I would be welcomed, and that a good word would be said for the goals which bear our name.

It is too much for me to expect to be spared to see the Sixtieth Anniversary. In any event, I am still looking forward to the continuance of the proud records that have been made. I know the Company is in safe hands. It has been a great pleasure to me to note the many who have been so long associated with me, and the many merchants and consumers who have handled our goods for many years. This fitting jubilee could hardly be called such without their all being one with us at this time, although many will separate us out from the other.

Yours cordially,

John Williams

(9)



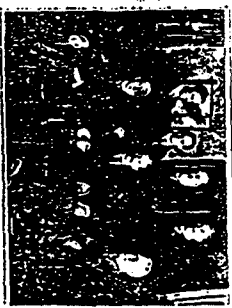
MR. EDWARD PORTER WILLIAMS

Mr. Sherman's partner from 1870 to 1903. At the time of his death, May 4, 1903, Mr. Williams was Vice-President of the Company.

(10)



The Board of Directors, 1910



The Board of Directors, 1903

The portrait of the Board 13 years ago was shown at the present Board

(11)

The Great Achievement

By WALTER H. COTTINGHAM, President

- 1866—Born in Orange, Ont., Canada.
- 1881—At age of fifteen, started in retail hardware store, F. Johnson, Ont., Canada.
- 1882—Went to Montreal to make Coal Pans and other specialties.
- 1891—Founded Walter H. Cottoingham & Co.
- 1893—Organized Canadian Agency for Sherwin Williams Paints and Varnishes.
- 1897—Organized The Walter H. Cottoingham Co. and The Cottoingham Varnish Co. to manufacture Sherwin Williams Products in Canada.
- 1900—Became The Walter H. Cottoingham Co. of Montreal with The Sherwin Williams Co.
- 1905—Was made Director of The Sherwin Williams Co. and Manager of its Canadian business.
- 1908—Was appointed General Manager of The Sherwin Williams Co.
- 1909—Was appointed Vice-President and General Manager of The Sherwin Williams Co.
- 1909—Was elected President of The Sherwin Williams Co.

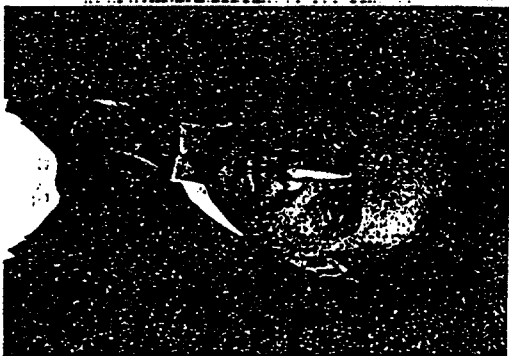
FIFTY years in business is the event we celebrate in our Golden Jubilee. The thing that makes the occasion interesting and inspiring is the fact that the fifty years have been years of steady and constantly increasing progress. History is only interesting and enlightening when it records advancement and real achievements. This is as true of the history of business as it is of the history of nations and of mankind.

The development and upbuilding of a business is like the development and upbuilding of character—it is a slow and often painful process. Experience is the inexorable teacher—perseverance and endurance the test.

To have lived and worked fifty years is interesting, but not important. To have made the years and the work count for something in the world's progress is alone worth recording and celebrating. The world is not greatly interested in the number of our years; it cares only to know what we have done.

"Established in 1866" means nothing; "The Largest in the World in 1916" is a notable record. It is the thing that counts. Larger still in 1917 is the spirit behind the achievement.

We have won our success because we have worked for it. We have paid the price in ceaseless, intelligent effort.



MR. WALTER HORACE COTTINGHAM

President The Sherwin Williams Co.; President The Sherwin Williams Co. of Canada, Ltd.; Chairman Lewis Berger & Sons, Ltd., London, Eng.; Chairman Lewis Berger & Sons (Australia), Ltd., Sydney, Australia.

The Great Achievement

We have trained day in and day out during these fifty years in the mills, in the factories, in the mines, in the smelters, in the laboratories, in the warehouses, in the counting-houses, at the machines, at the desks, in the club-rooms and in the convention halls; on the road and in the stores and workshops of our customers. We have planned and experimented. We have preached and practised. And in all our work we have been directed by the one controlling thought—to excel.

We have striven with all our might to put our organization in the forefront—not only in our own trade, not only in our own country, but in the world of commerce at home and abroad.

In all our struggling and striving we have enjoyed our work. We have taken pleasure as well as profit out of it. We have not looked upon our work merely as a job, but as an opportunity for a career—a career not merely of money making, but of constructive achievement. We have tried to build something more than a money-making corporation. We have tried to build an institution that will live after us—an institution that will continue to give opportunities for sound success to countless young men and women, seeking to make the most of themselves in business careers.

This, then, has been the spirit of our work, and this is my explanation of our success.

And let me add, it has always been our aim to build up our business without tearing down others. We have tried to "do our bit" to put our industry on a higher and better basis, and although not members of trade associations, we have always been ready to support those things that we believed would benefit the trade. We have always been friendly with our competitors, and have greatly valued their good will. In our competition, which we have entered into with vigor, we have sought to be fair and considerate—believing in the doctrine of live and let live.

And now, a brief personal word. I have always looked upon The Sherwin-Williams Company as my great opportunity. From the beginning of my connection with the

(14)

The Great Achievement

Company, I saw clearly unlimited possibilities in the business—only a small portion of which have yet been realized. The confidence and enthusiasm I felt for our future was due to my faith in the splendid principles and the sound and aggressive methods on which the business was conducted. All honor and praise must be given at this time to the founders of the business—Mr. Sherwin, Mr. Williams and Mr. Freeman, for it is largely due to their foresight, wisdom and sterling characters, that a foundation was laid strong enough to carry the superstructure that we of later years have been able to erect upon it.

I shall never forget the inspiration and enthusiasm I felt when I first came in touch with the Company, and the men who were then managing it; and I acknowledge now with feelings of the greatest gratitude my indebtedness to the Company and to these men, for the training and good influence that came to me through my connection and association with them. I count it the wisest decision I ever made, when I decided to cast in my lot with them, and a large measure of the success I have enjoyed I attribute to this decision.

I am not much inclined to spend time or thought in looking back over the past, excepting to learn from it the things that help to make a better future. So I will not attempt to review the great days of our great march to the forefront of our industry—encouraging as they are. I see ahead a vision that far eclipses anything that we have yet done.

The results we have thus far attained have never surprised me, as my hopes and expectations for the business have always run ahead of our achievements. I know we are capable of much greater things. I know the earnest, ambitious and enthusiastic spirit which permeates our entire organization will force the way to a more brilliant future. It is this very thing that makes our proposition so attractive to me. I know of nothing that equals the satisfaction one feels in working out successfully with his associates plans of meritorious progress.

Long ago I gave expression to the idea that no one had

(15)

The Great Achievement

ever made the most of the great possibilities of our industry—and this is about as true today as it was then. My confidence in our ability to realize these high hopes lies in the faith I have in the men who direct and manage our widespread organization. Trained in ways of efficiency, ambitious for the Company and themselves, tireless in energy and unequalled in knowledge of their work and in ability for accomplishments—nothing can resist their compelling force.

Before I finish, I want to most heartily acknowledge my great debt of gratitude to these managers, and to all our staff, for their efficient and loyal support, which has never failed me, and which I know better than anyone else has wrought our success. I have enjoyed immensely my association with them, and their co-operation, willingness, enthusiasm and loyalty have ever given me the courage to press forward and to unhesitatingly seize every opportunity for the upbuilding of our institution, towards which I feel all of us have given the best that is in us.

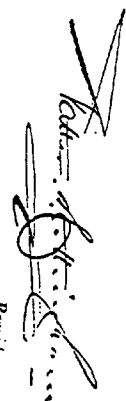
One more acknowledgment and I am through; and that is for the magnificent support we have always enjoyed from our agents, dealers and consumers in all parts of the world. Next to our interest in our stockholders and in our staff, has always been our interest in our agents and customers. We have sincerely tried to consider their welfare, as well as our own, in all our dealings; and we are proud of the good will that exists between us, and of our long years of association with so many of them. It will continue to be our policy to make our business grow, by helping our customers to make their businesses grow. And I express the earnest hope that we may all, stockholders, employees, customers and consumers, live to enjoy continued and increasing happiness and prosperity in all our dealings and relations with one another.


President

(16)

MY IDEA OF BUSINESS

- To make a good article*
 - To sell it at a fair price*
 - To create a wide demand for it*
 - To build up an efficient organization*
 - To make opportunities for employees*
 - To help customers to become prosperous*
 - To give satisfaction to consumers*
 - To practice the square deal*
- If these things are done well the object of business will be gained, which is profit—profit to the owners, to the employees, to the customers, and satisfaction to the consumers*


President

(17)

The Days when We Were Young

young man like myself with so little experience and showing sympathy in my sincere endeavor to do acceptable work in the office and upon the books, which at the first was so strange to me and I to it.

I have no doubt but for years the idea of expansion and growth had been in the mind of Mr. Sherwin, and perhaps somewhat in that of Mr. Osborn and Mr. Williams, as they in turn added to the necessary wherewithal in the line of capital, not only for the business as it was but for such anticipated growth, all of which concerned me but little because of the fact that I had nothing to contribute beyond my fingers and brain to keep my journal and ledger straight and the cash in balance every night.

Our office was not large at 126 Superior Street, and there were very few people, and need of very few in the comparatively small business of those days, and it was no breach of confidence that I did oftentimes hear the plans and ideas of a possible manufacturing business to compete with large concerns which were then in evidence prominently—Alsbury, E. W. Devore & C. T. Reynolds, and others similar. These were some of the standard lines, but liquid paints were coming rapidly to the front and it was a question of methods to improve upon Ayer's, Rubber, and the like, which were being used in many quarters. I recall such remarks as "Nothing, unless we can make it better or equally good with the best."

It is a tremendously long look ahead for fifty years, or even twenty-five, and I recall another remark, which was not uncommon—"We would rather go slow and make less profit, if necessary, and be able some day to have to our successors a business in quality not to be ashamed of. We had rather sell a few goods that we are willing to put our name upon in guarantee, than many that we are not willing to."

As to expansion and capital, the decision was clear and emphatic that progress should be made no faster than working capital could be provided, which would be sufficient and available, and the idea of sufficiency was in connection with short terms, prompt collections and friendly banks from

(10)

The Days when We Were Young

which we could make reasonable borrowings, with which advantage could be taken of all good discounts and purchases for cash connected with stock and all supplies. These were the principles, vigorously prescribed and in execution made emphatic, but comparatively simple for bookkeeping. These ideas were reiterated so often and so thoroughly impressed upon my inexperienced mind that I was never free from the idea that they were the most important in connection with all the affairs with which I had to do, and I believe that the impressions at that time were so positive that none of those early settlers was ever likely to forget them, and it seems to us that the growth of later years in extended and larger business by most worthy successors of those pioneers has been in the line of the application of the same principles pertaining to *millions*, which formerly reached only to *thousands* in the limited business, and from which there is no likelihood that we or any others that may come after will ever be safe to depart. It was by common consent that these were considered as the most essential and vital matters.

(Coupled with these were others of minor importance, but understood by us all, as considered by Mr. Sherwin as very essential indeed, namely—that which pertained to the orderly appearance of the office and all connected with it, whether men or material—that was where I noticed it most, for it was where I lived, but I have no reason to question in my mind but that the same principle applied to stationery and advertising, and to the appearance of the stock and salesmen in general. We learned early that a disorderly desk was an abomination in his sight, and have no reason to doubt that it is the same at the present time, for it was so positive that that it is not in human nature to outgrow it. It pertained to the minute detail of what in many places and by many people is considered of little or no importance—sifted flatters, gummy inkstands and pens, shiftless waste-baskets, and careless exposure of mail matter and letters in filing baskets and elsewhere. He always observed how desks and chairs were left when occupants were at lunch or absent for any length of

(11)

The Days when We Were Young

time. Some times it seemed to us that more attention was paid to these matters than was necessary, but the longer we live the less we think so, and the more most of us consider them as essential in a thoroughly conducted business at the present time, or any other.

I am sure my allotted space is filled, and this is enough. You asked for memories and these are a few from the last century, but equally applicable to the new one and others to come, all of which have to do with the success of individuals, or of any well-conducted business.

H. A. Sherwin
Vice-President

SHERWIN-WILLIAMS CODE OF PRINCIPLES

- 1 To win on our merits.
- 2 To be the best and largest concern of the kind in the world.
- 3 To be broad and liberal as well as aggressive in our policy and methods.
- 4 To take a pride in our institution.
- 5 To be loyal to the Company and to each other.
- 6 To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
- 7 To strive constantly for the improvement and advancement of the business and ourselves.
- 8 To be considerate, polite and courteous in all our dealings within and without the Company.
- 9 To be high toned in everything, everywhere.
- 10 To grow in knowledge and character as well as in size.

(22)

Chronological History of THE SHERWIN - WILLIAMS Co

(Illustrated by Year)

The following record of events in the history of The Sherwin-Williams Company was taken from a personal diary of Mr. Henry A. Sherwin, now Chairman of the Board of Directors.

A perusal of these dates and achievements will indicate the decided, yet steady progress and growth of the Company; built on sound foundation principles in 1866 and established today on the same principles.

1866 Henry A. Sherwin began business as wholesale and retail dealer in paints, oils, varnishes, etc., in Cleveland, with Truman Dunham and G. O. Griswold. One traveling representative.



1867 New partnership agreement began January 1st, under name of Truman Dunham & Co. A. T. Osburn engaged as bookkeeper.



(23)

Chronological History

- 1868 A year of organization, expansion, good business methods, system, credit, etc.
1869 New partnership formed January 1st, admitting A. T. Osborn. Built lined oil works in Cleveland.



Osborn in 1869

- 1870 On February 3d, G. O. Griswold and Truman Dunham retired and Edward P. Williams came into the firm. New partnership formed under name of Sherwin, Williams & Co. In April, S. P. Penn was engaged as book-keeper. Moved office and store from 118 to 126 Superior Street, warehouse in rear, on Long Street.

- 1871 Formed partnership with Murphy & Co., of New York City, for varnish manufacturing, under name of Murphy, Sherwin & Co. Bought out the factory and business of George H. Kingsley.

- 1872 More than 33 1/2 per cent. increase in sales over previous year.

- 1873 January 1st, new partnership agreement, William H. Glover being admitted. Bought cooper shop building and lease of land on Cuyahoga river. Installed small engine and boiler, with one second-hand stone mill, putty-chaser, etc. Engaged Mike McCaffery, of New York, as foreman and began manufacturing paste paints, oil colors and putty. Great financial panic in the Autumn, passed through unscathed.

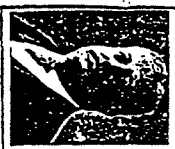
(21)

Chronological History



Original in 1873

- 1874 Country recovered from panic. Sales slightly increased over previous year. Considerable increase of manufacturing facilities.
1875 Fire in oil department, caused by spontaneous combustion of hot lined oil. Loss confined to one small building and contents.
1876 Henry A. Sherwin experimenting on improved grinding mills. William H. Hagarth began as salesman.



Mr. Hagarth in 1876

- 1877 New mills proved success. Mr. Glover's interest bought over.

- 1878 Moved office and warehouse from Superior Street to Water Street.

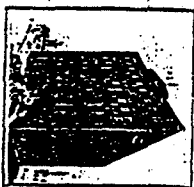
- 1879 John F. Wear engaged as agent for Sherwin, Williams & Co., Murphy & Co. and D. White & Son, office and store at 175 Randolph Street, Chicago, Ill.

(22)

Chronological History

1880 Incorporated Sherwin-Williams & Co. in Chicago with John F. Weare as resident manager, closed agency arrangement. S. P. Fern admitted into partnership. Bought land on Canal Street, Cleveland, for office and warehouse. Mr. J. C. Beardslee joined the Company.

1881 First Sherwin-Williams Convention. Six representing the Company—Henry A. Sherwin, E. P. Williams, A. T. Osborn, S. P. Fern, W. H. Hogarth and J. F. Weare. Eight traveling representatives—A. W. Ballard, D. E. Fisher, C. H. Hanna, J. B. Hanna, E. E. Lewis, D. S. Merchison, W. C. Weston and C. S. Wheeler. Built new office and warehouse on Canal Street, with bridge over railroad track to connect with factory.



First factory building

Canal Street, Cleveland

1882 Turned over all retail and local business to A. T. Osborn and A. Sherwood, who opened a store on Seneca Street. A. T. Osborn retired from Sherwin, Williams & Co. Moved office and all the remainder of the jobbing business to new building on Canal Street.

1883 Moved Chicago office and warehouse to 241 Jackson Street. February, great flood in Cleveland, much



Warehouse

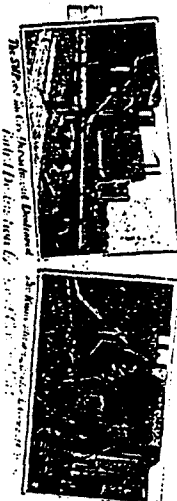
241 Jackson Street

(26)

Chronological History

damage to plant and merchandise. First salesman exclusively for railroad business.

1884 April 18th, engaged graduate of Boston Tech. as chemist. May 10th, fire destroyed part of Cleveland plant, loss \$70,000. Incorporated July 14th as The Sherwin-Williams Co. Business under corporation to date from December 1, 1883. Purchased land occupied by the Cleveland factory (previously leased). September 7th, great lumberyard fire on opposite side of river from our plant. Our property saved by heroic work of employees. Sherwin, Williams & Co., Chicago, transferred to The Sherwin-Williams Co.



The Sherwin-Williams Co. Cleveland, Ohio

The Sherwin-Williams Co. Cleveland, Ohio

1885 Purchased additional land for extension of Cleveland plant.

1886 March 29th, increased capital to \$100,000. Franklin Murphy elected a director.

1887 January, established New York office and warehouse, 174 Fulton Street. The Sherwin-Williams Co. Mutual Benefit Society organized.

1888 Bought controlling interest in the Calumet Paint Co., Chicago. Purchased additional land for extension of Cleveland plant. Purchased all Sherwin-Williams Co. stock held by Murphy & Co.

(27)

Chronological History

Charles Lind



Investigation, Illinois

1889 January, opened Boston branch on Pearl Street. Purchased remaining interest in Calumet Paint Co. Withdrew from business connections with Murphy & Co. March 1st, increased capital to \$500,000.

1890 Organized The Sherwin-Williams Transit Co. and purchased the steamer Lindsey. Mr. George Ford started the "Publicity" Department, relieving Mr. Sherwin and other officers of this work. This was the beginning of our present aggressive advertising policy.

St. J. Steamship



A.G. Lindsey

1891 September 29th, organized The Atherton Paint Co., Worcester, Mass., to conduct retail business.

1892 January 12th, increased capital to \$750,000. January 29th, organized San Diego Paint Co., San Diego, Cal. Canadian agency let to Walter H. Cottingham Co., Montreal.

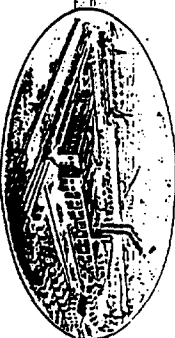


The Colony, America at Montreal

(28)

Chronological History

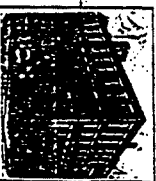
1893 Organized The Cleveland Box Co. March 14th, organized The Lawrence Paint Co., Binghamton, N. Y. October 13th, organized The Victor Holmes Co., Jamestown, N. Y. Great flood--Cleveland plant damaged.



The Cleveland Box Co. Ltd.

1894 January, Chicago office and warehouse moved to Stewart Avenue and 26th Street. Wm. H. Hagarth retired from Company. The Walter H. Cottingham Co. and the Cottingham Varnish Co. were formed to manufacture Sherwin-Williams products in Canada.

1895 Organized The Walter H. Cottingham Co., Ltd., in Montreal, taking lease and fitting up office, factory and warehouse at the corner of St. Antoine and St. Genevieve Streets. The Cottingham Varnish Co. purchased land on St. Patrick's Street, erected buildings and began making varnish. Organized The Old Colony Paint Co., Boston, Mass., taking over The Sherwin-Williams Co. warehouse. August 1st, organized The Orange Belt Paint Co., Los Angeles, Cal. November 7th, sold out The Atherton Paint Co.



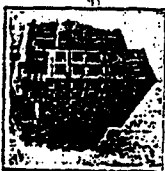
The Orange Belt Paint Co. Boston, Mass.

(29)

Chronological History

1896 Moved New York office and warehouse to 397 Washington Street. Purchased additional land for extension of Cleveland plant. Sold out The Victor Holmes Co.

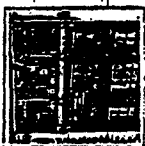
The Victor Holmes Co. and Warehouse



*397 Washington Street
New York City*

1897 The Walter H. Cottingham Co., Ltd., merged into The Sherwin-Williams Co. in January. The Old Colony Paint Co., Boston, transferred to The Sherwin-Williams Co. Walter H. Cottingham was made Director of The Sherwin-Williams Co. and Manager of its Canadian business.

1898 Established depot in Toronto. Extension of varnish plants in Cleveland and Montreal. The Sherwin-Williams Co. flag designed and dedicated. Walter H. Cottingham was appointed General Manager of The Sherwin-Williams Co.



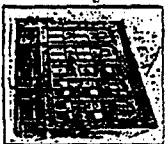
1899 Established depot in Kansas City. Moved Boston business to Purchase Street. John F. Wearer retired from the Company.

(30)

Chronological History

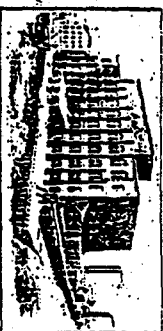
1900 Established Sales Division with office and warehouse at San Francisco. Kansas City branch made a Sales Division. Purchased from the Pullman Co. land and building occupied by the Calumet Paint Co. of Chicago. Purchased land and commenced building plant at Newark, N.J.

*Pacific Division
Office and Warehouse*



San Francisco, California

1901 January 18th, increased capital to \$1,500,000, and fiscal year changed to end August 31st. The Orange Belt Paint Co. transferred to The Sherwin-Williams Co. In May, moved general office and warehouse from Washington Street, New York, to new plant at Newark, N. J. Manufacturing began July 1st, with W. J. Lawson as Superintendent. Opened city office, 66 Broadway, New York.

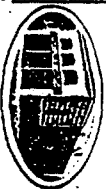
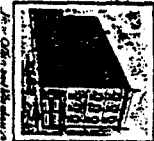


Manufacturing Plant

1902 December 12th, increased capital to \$2,500,000. Purchased land and built lined oil plant in Cleveland. Purchased land in Montreal, for office and factory, on Centre Street and Atwater Avenue. Opened Winnipeg depot. Opened Minneapolis depot, April 1st. Chicago City Office Railway Department opened in Fisher Building. (See Testimonial Club organized in Cleveland.

(31)

Chronological History

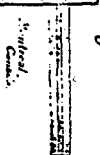


The former Oak Hill, Cleveland, Ohio, and the former
The former Oak Hill, Cleveland, Ohio, and the former

1903 January 15th, increased capital to \$3,500,000. January 24th, moved Chicago office and warehouse from Stewart Avenue to new building of manufacturing plant at Kensington. On May 4th, Mr. Edward P. Williams, Vice-President, died at his country home in Glenville, Ohio, having been business partner with Mr. Sherwin thirty-three years. Purchase of land and building to extend plant east on Canal Street, Cleveland. Dry color works, in connection with Chicago plant, complete and in operation in March. San Diego Paint Co. transferred to The Sherwin-Williams Co. Kansas City branch made a Sales District. Great flood in Kansas City in June submerged lower floors of our warehouse. Opened branch office in London, England. Began construction of new plant in Montreal. Walter H. Cottingham elected Vice-President and General Manager. General Accounting Department established at Cleveland with H. J. Douglas as Auditor.



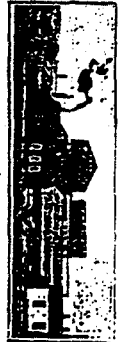
The former Oak Hill, Cleveland, Ohio, and the former



The former Oak Hill, Cleveland, Ohio, and the former

(31)

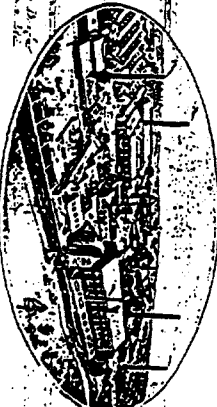
Chronological History



1904 Incorporated The Sherwin-Williams Co. of Massachusetts to conduct the New England Division of the business. Bought the Oak Zinc Co., Joplin, Mo. Bought mines at Magdalena, New Mexico. July, moved Montreal office and manufacturing to new plant, Centre Street, formal opening ceremony September 6th. August 1st, opened depot in Portland, Ore. Large extension of Chicago plant. Flood in January submerged lower floors at Cleveland.

The former Oak Hill, Cleveland, Ohio, and the former

1905 Purchased all stock of Lewis Berger & Sons, Ltd., London, England. Established Sales Division at Dallas, Texas. Established Sales Division at Savannah, Ga. In July, George A. Martin was appointed Manager of all Auxiliary Departments. December, organized The Oak Zinc Smelting & Mining Co. Extension of finished plant in Cleveland.



The former Oak Hill, Cleveland, Ohio, and the former

(32)

Chronological History

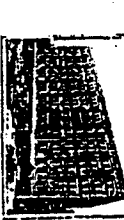


Overhead view of the building.



Overhead view of the building.

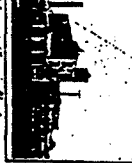
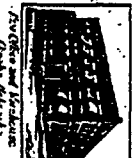
1906 Extended Montreal plant and built lined oil works. Built smelter at Coffeyville, Kan. Opened depot in Buffalo, N. Y. Opened depot in Omaha, Neb. Established Sales Division at Philadelphia. August 22d, sold out the San Diego Paint Co. New warehouse erected in Winnipeg. Portland, Ore., depot changed to Sales Division. Made large addition to the Newark plant. April 13th, earthquake and fire in San Francisco destroyed our office and warehouse.



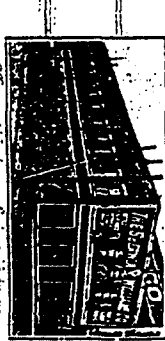
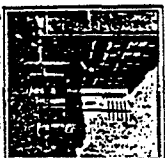
(35)

Chronological History

1907 January 1st, changed Minneapolis depot to Sales Division. January 1st, moved Boston office and warehouse from Purchase Street to Stillings Street. Established Sales Division in St. Louis. Sold steamer Lindsey and liquidated Sherwin-Williams Transit Co. September 26th. Opened depot at Seattle, Wash. Large additions to Chicago plant. Large additions to smelter plant at Coffeyville, Kan. Omaha depot made Sales Division. Great financial panic in United States. Our Company survived with increased credit.



1908 Opened depot at Spokane, Wash. Changed Winnipeg depot to Sales Division. Floods in Kansas City. First floor of warehouse under water. Moved New York City office to 50 Church Street. Took over Detroit Paint & Glass Co. Mr. A. D. Joyce made General Manager Sales and Distribution. January 27th, increased capital to \$6,000,000.



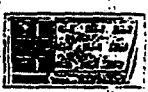
(35)

Chronological History

1909 Purchased additional land of the Pullman Co. for the extension of the Chicago plant and commenced erection of white lead works. Reorganization of officials of the Company, as follows: Henry A. Sherwin, Chairman of the Board; Walter H. Cottingham, President; S. P. Fern, Vice-President and Treasurer; A. W. Frank, Secretary. Purchased land for the extension of the Newark plant. Opened depot at Pittsburgh, Pa. St. Louis Division made headquarters of Mississippi Valley District. Opened depot in Houston, Texas. Opened depot at New Orleans, La. Opened depot at Vancouver, B. C. Opened depot in San Antonio, Texas. Increased capital to \$8,000,000.



Depot at New Orleans, Louisiana



Depot at Pittsburgh, Pa.

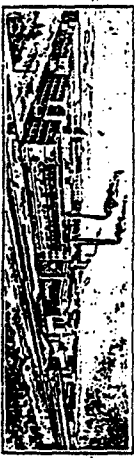


Depot at San Antonio, Texas



Depot at Vancouver, B. C.

1910 Established factory at Detroit, Mich. Moved Chicago city office to Steger Building. Lead roofing plant at Chicago complete and put into operation.



(36)

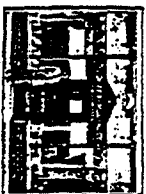
Chronological History

1911 Began manufacture of dry celus and insecticides at Newark. Sale of Canadian department and Lewis Berger & Sons, Ltd., to The Sherwin-Williams Co. of Canada, Ltd. Dallas Sales Division made Texas District Headquarters.



Dry Celus Works

1912 Moved New York City offices to 116 West 34 Street, in connection with opening of New York sales and showroom. Built new ore separating plant at Magdalena, New Mex. Opened warehouse at Birmingham, Ala. Opened warehouse at Denver, Colo. Opened warehouse at Indianapolis, Ind.



Warehouse at Indianapolis, Ind.



Warehouse at Denver, Colo.



Warehouse at Birmingham, Ala.



Warehouse at New York City

(37)

Chronological History

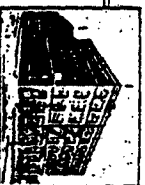
1913 Flood. High water from heavy rains March 24th to 26th throughout the United States. Cleveland plants under water. Our loss estimated at \$100,000, by water higher than flood of 1883. Opened distributing depot at Peoria, Ill. Increased capital to \$9,000,000. City warehouse opened at 2355 La Salle Street, Chicago. Distributing depot opened at Ft. Worth, Texas, and another at Pasadena, Cal.



Distributing Depot at Peoria, Ill.



Distributing Depot at Chicago, Ill.



Distributing Depot at Ft. Worth, Texas.



Flood of Cleveland



Plant at Akron

1914 34th Annual Convention in Cleveland, November 9th to 12th. Distributing depot opened at New Orleans, La.



The 34th Annual Convention of Consumers at Cleveland, Nov. 9-12, 1914.

1915 A. W. Frank elected Treasurer upon retirement from active duties of that office by S. P. Fern. H. J. Main made General Superintendent of the Paint and Color Manufacturing Departments. Distributing depot opened in Baltimore, Md., Knoxville, Tenn., Albany, N. Y., and Columbus, Ohio. September fire destroyed New Orleans plant.

(38)

Chronological History



Distributing Depot at Peoria, Ill.



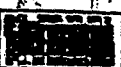
New Orleans warehouse destroyed by fire.



Distributing Depot at Ft. Worth, Texas.



Distributing Depot at Akron, Ohio.



Distributing Depot at New Orleans, La.

The Board of Managers



This Board directs the entire affairs of the Company and meets at least once each week.

(39)

From Father to Son

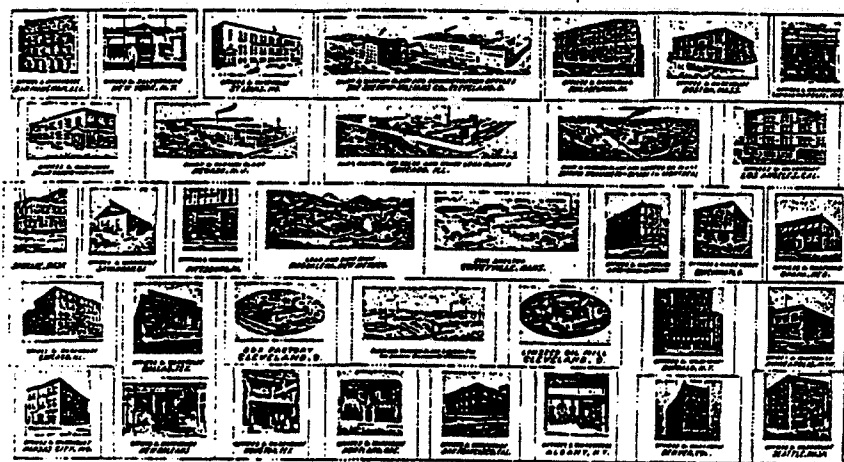
By EDW. M. WILLIAMS

MY FATHER was fond of sports and games of all kinds. I have been told he was an exceptionally good whist player. The one characteristic displayed there was one which, I think, was one of his most marked qualifications. Older men have told me to what a remarkable degree he seemed to be able to see at a glance the possibilities of a whist hand. In the same way, in any business discussion, the clearness with which he went direct to the vital point of the subject under discussion, and was able to brush away all confusing and irrelevant side-matters, was quite remarkable.

The two characteristics which stood out very strongly to me were his sentiment—not sentimentality—and his fairness and justice.

As to the first, I recall a conversation with him, which, I think, was somewhere along 1898. At any rate, it was at the time when so many great corporations were being put together. I asked him if anything of the kind had been thought of in the paint business. He said, "Yes." "It would hardly be possible without including our Company, would it?" He replied, "No, it would almost have to be based upon our Company." I then asked, "Could it not be done with great profit to the stockholders of The Sherwin-Williams Co.?" "I think so, undoubtedly." "Is it quite likely that you can go into something of the kind?" "No, it does not seem at all possible." "Why do you say this when it was your opinion that it would be very profitable?" "Because our success has been principally due to the men about us. If we became a part of a larger corporation, we could not be sure how they would be taken care of, and we would not for a moment consider anything that would jeopardize their interests."

I remember at the time of his last illness, while he was in the hospital in Baltimore, a message was sent him from the Annual Convention. He was greatly touched by it and remarked to my mother, "I knew the boys would never forget



From Father to Son

me." As illustrating his underlying sense of justice, which could not be kept down even by a sometimes quick temper. I remember one time driving to the railway depot with him, when, with very little time to spare, the carriage was blocked on the depot hill by a teamster. Mr. Williams allowed his impatience to get the better of him and berated the man in the strong language of which he was master. After we got past and down the hill and he had said nothing further, he ordered the coachman to turn around, and chasing back nearly to Superior Street, he overtook the teamster again and apologized for the way he had spoken to him.

I have had many of the older men tell me how he was able to interest himself in their personal affairs—many went to him about their personal business, such as life insurance, etc., and some even about their families. The thing that hurt him most was disloyalty or failure of a man to measure up to the trust imposed in him. I recall his referring once or twice, when I was a youngster, to someone whom they had had to let go because of finding he was guilty of dishonest practices. On such occasions he would come home more tired than usual and it would take him a good while to become composed. I remember one evening, when he was very quiet and seemed uninterested in what was going on, I remarked, "You seem to be tired tonight." He said he was. I asked him if anything had gone wrong and his remark was, "I would never have to get very tired if I had only myself to think of; it is other people's troubles that cause me the most trouble."

At one time it was quite a fad, when a new baby arrived, to have a Wish Book, in which parents' friends might inscribe in their own handwriting, each the particular line of good fortune which he or she wished for the child. My father wrote in one of these, "May she grow to learn that life's greatest happiness comes to her who ministers to the happiness of others." I really think that this indicated the main-spring of his character and aim. The Company was indeed one from which he sought to derive a livelihood and more, if possible, for himself and his family. More particularly

(12)

From Father to Son

and more truly, though, I think, he was interested in building up an organization which should prove the means of furnishing happiness to many employees and their families.

Edw. Williams

The Field of Business

From "Business Success" by Walter H. Collingsham

IT IS world-wide in extent. Its cultivation affords the ambitious man greater scope and opportunities for his activity and ability than any other. There are no limits to the possibilities of a business career, excepting the limitations of human capacity and endurance. And this is the day of business. In no period of the world's history has it occupied such an important place.

Time was when men devoted themselves to conquest by the sword, but now the world's greatest contests are fought and won on the fields of commerce by the great captains of industry. To be "in trade" is no longer a reproach, for business as it is constituted today affords ample opportunity for the highest honors, for the most enduring fame and for unlimited wealth and power. It is a field to attract the able and the ambitious, and in which to exercise the greatest talents.

The world is progressing today at a greater speed than ever before. Developments and improvements are on every side. They are the results of the genius of business. They are the rewards of tireless industry and superior ability.

Let no one think that the best days for business opportunities have passed. We are in the midst of them. Right now the chances of success are greater than they ever were. But remember this, better training and greater knowledge are now necessary to successfully conduct the vast transactions by which the enormous business of our time is operated than in the days of small things.

(13)

0007-SWP-034433



Three Important Officials

Mr. Geo A. Martin is General Manager of the Manufacturing Department and the Auxiliaries Department, under which also come the Purchasing Department, Lead Mines, Zinc and Copper Mines, Smelters, Raw Materials, Lined Oil, Boxes and Plant Equipment. Mr. Martin has been identified for many years with the mines and production end of the business.

Mr. Adrian D. Joyce is General Manager of Sales and Distribution—a position of great responsibility and a clearing house for tremendous work and sales direction. Mr. Joyce rose from Traveling Representative to District Manager at Kansas City, and was called to Cleveland in 1908 to his present work.

Mr. Andrew W. Frank is Secretary-Treasurer and has had very solid growth since joining the Company many years ago. Mr. Frank received his early training in finance under Mr. Fean and proved himself so capable that, in 1915, he was made Treasurer as well as Secretary.

(41)

Our Trade Mark and its Designer

THE Cover the Earth design was first used in 1895 on enclosing slips and then as a single-sheet poster for a store in Worcester, Mass. The design worked up gradually. It was Mr. Ford's custom to make pencil sketches of any idea that came to him. He would then put them away and from time to time go over the collection, adding to what he had and making changes as the mood struck him.



The Cover the Earth sketch was in his drawer a long time before he fully realized the possibilities of it and before he felt bold enough to suggest that the emblem of the Company which was then being used, be changed from the palette and champagne, long in use. This latter had been designed by Mr. H. A. Sherwin, who was then President, and was dear to every one in the Company.

Mr. Ford, however, could not help but feel that from an advertising standpoint it did not quite hit the mark for a trade mark. It was beautiful, but not distinctive enough, nor quickly enough recognized. It took some explanation to the uninitiated before they could fully realize its full meaning.

The whole idea he had in the Cover the Earth design was to get something that would catch the eye quickly, tell the story with few words and stamp the picture in the mind. This it proved itself capable of doing to a far greater extent than Mr. Ford ever anticipated.

In its early days, several imitations of the Cover the

(45)

Our Trade Mark and its Designer

Earth design appeared, some copying it quite closely, others only following the suggestions. On having the similarity called to their attention, all of these copyists were willing to abandon the use of their imitations.

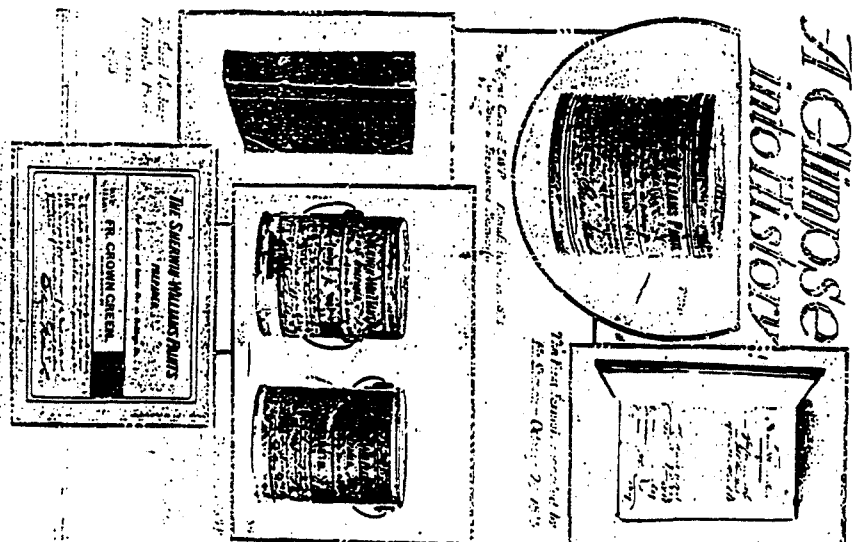
In thinking over the steps which led up to the Cover the Earth design, Mr. Ford was led back to the time when the whole office force of the Advertising Department was contained in a little jog in the wall about 8 x 19 back up against the elevator—but not the modern affair—this one had a bell attachment so that you never could miss a trip up or down. This advertising room had a long walk connected with the operating department located on the top and bottom stories of the Canal Street building and on the river bank. But there was no trouble with the office help in the Advertising Department those days, because there was no one there but Mr. Ford at the beginning. He himself drew designs for labels, color-cards and all the other advertising matter. The idea in those days was to have the color-cards changed each year. This seems rather queer to us now that we are trying to standardize as much as possible, and know the value of sticking to the same design in order that it may be easily recognized. Of course, in those early days, the salesmen had nothing in an advertising way except color-cards, labels and a few banners, so they always liked to have new designs.

Mr. Ford designed the present labels that are being used on the SWP Buggy Paint and several others.

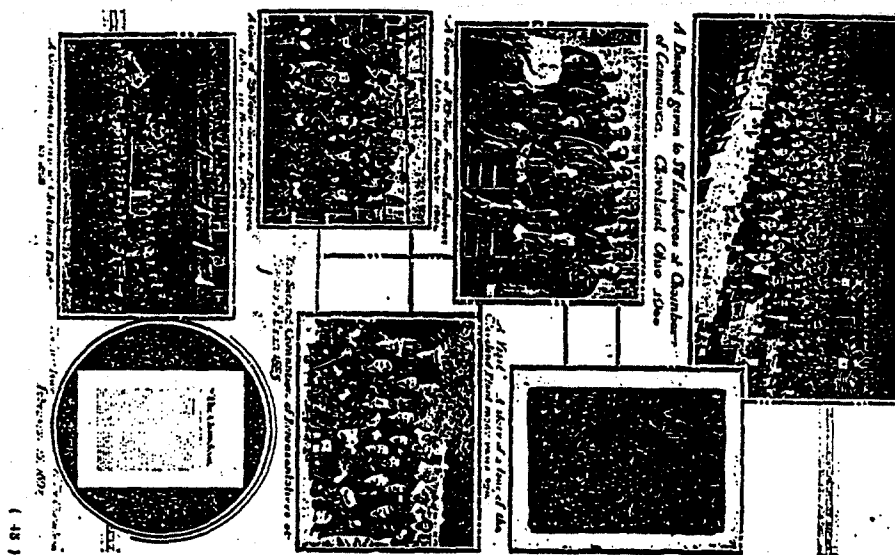
Pretty soon the Advertising Department began to expand, having grown to the large number of two, Mr. Ford's assistant being no other than "Larry Greene," who was later our advertising manager. These two men kept records, wrote copy, made their own drawings, layouts, selecting type and were always busily thinking up new ideas.

Today our Advertising and Printing Departments number a hundred people—all busily engaged originating plans to promote the "Cover the Earth" trade mark and Sherwin-Williams Paints and Varnishes.

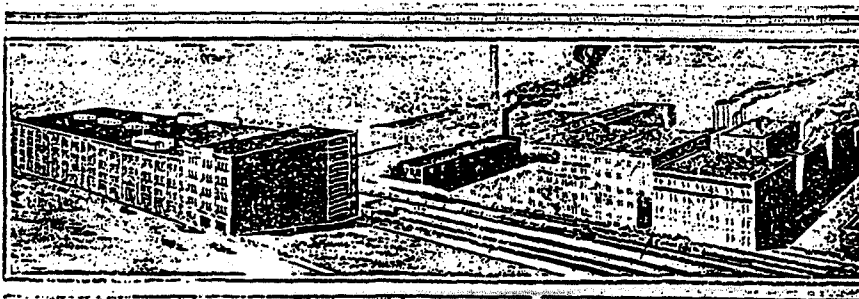
(45)



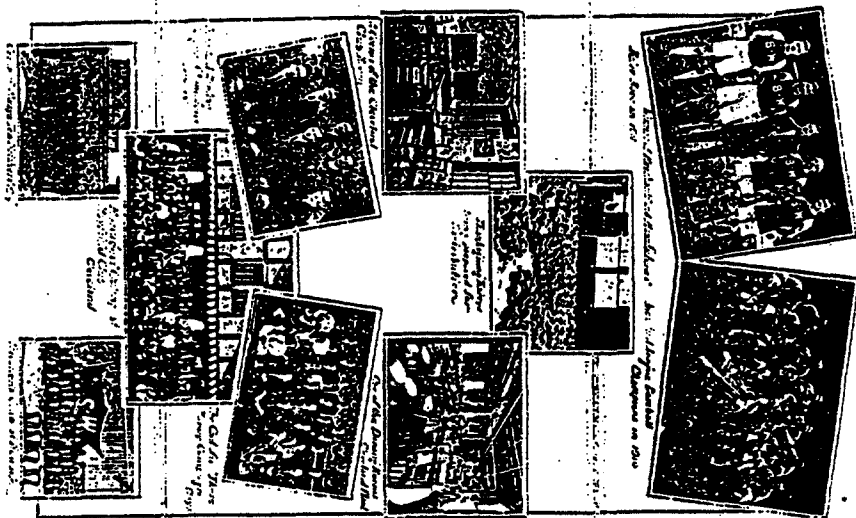
(46)



(19)



This is a phantom drawing showing the original plant with relation to its location to the present group of plants. The original building contained about 10,000 square feet of floor space—no part of it exists today. Today these plants occupy a floor space of over 247,600 square feet—an increase of 237,600 square feet over the original building, or nearly 25 times the size of the same.



Some Sherwin-Williams Activities

(30)

Some Sherwin-Williams Facilities

7 Paint Factories—Cleveland, Chicago, Newark, Montreal, Detroit, Winnipeg, London, England.
7 District Offices—Cleveland, Newark, Chicago, Kansas City, St. Louis, Dallas, San Francisco.
16 Sales Division Offices—Cleveland, Boston, Newark, Philadelphia, Savannah, Cincinnati, Chicago, Minneapolis, St. Louis, New Orleans, Kansas City, Omaha, San Francisco, Los Angeles, Portland, Dallas.
27 Warehouses—Boston, Newark, Savannah, Philadelphia, Buffalo, Pittsburgh, Cleveland, Cincinnati, Indianapolis, Detroit, Chicago, Minneapolis, Birmingham, New Orleans, St. Louis, Kansas City, Omaha, Denver, Dallas, Houston, San Francisco, Los Angeles, Portland, Seattle, Spokane, Toronto, Winnipeg.
15 Distributing Depots—Albany, Baltimore, New York City, Birmingham, Columbus, Knoxville, Peoria, Houston, Ft. Worth, San Antonio, Pasadena, Los Angeles, Detroit, New Orleans, Pittsburgh.
Minerals—Lead, Zinc, Copper—Magdalena, N. M.
Smelters—Zinc—Caffeyville, Kan.
Lined Oil Mills—Cleveland, Montreal, Winnipeg.
White Lead Works—Chicago.
Dry Color Works—Chicago, Cleveland, Newark, London, England.
Chemical and Dye Products Plant—Chicago.
Insecticide and Fungicide Plants—Chicago, Newark.
Varnish Plants—Cleveland, Chicago, Newark, Montreal, London, England.
Printing and Sampling Department—Cleveland.
Chemical Laboratories—Cleveland, Chicago, Newark, Coffeyville, Magdalena, Montreal, London, England.
Testing Rooms—Cleveland, Chicago, Newark, Montreal, London, England.
Research Department—Cleveland.
Machine Shops—Cleveland, Chicago.
Tin Can Factories—Cleveland, Chicago, Montreal, London.
Representatives—363, covering all territories.

(31)

Some Main Lines of Sherwin-Williams Manufactures

Lead, Zinc and Copper Ore Railway Paints and Varnishes
(miners)
Zinc Oxide (smelters)
White Lead (corroders)
Linseed Oil (producers)
Paints for every purpose
Varnishes for every purpose
Colors
Enamels
Stains
Fillers
Shellacs
Primers
Thinners
Driers
Japans
Insecticides
Oils
Wood Preservatives
Metal Protective Paints
Marine Paints and Varnishes

Concrete Finishes
Glaze Colors
Stencil Colors
Stencils
Polishes (furniture, wood)
Brass Polishes
Waxes
Cold Paints
Aluminum Paints
Linseed Oil Soap
Linseed Meal and Cake
Graining Colors
Red Lead
Sheep Marking Liquid
Distemper Colors
Fresco Colors
Dyes
Pitch
Coal-Tar Products
Etc., etc., etc.

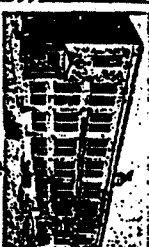
Sherwin-Williams Inter-Organizations

Board of Managers	Foremen's Auxiliary Club
Manufacturing Committee	Boys' Club
Sales and Advertising Committee	Benefit Society
	Glee Club
	Top-Notcher Club
Get-Together Club	Long Service Group
	Inspection Committee
	Safety First Committee
	Fire Committee
Brighten Up Girls' Club	Convention Committee
	Welfare Committee
Foremen's Club	Baseball Team
	Bowling Team
	Debating Team

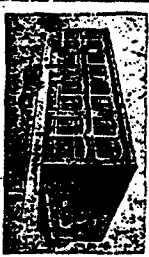
of THE SHERWIN-WILLIAMS COMPANY



nt. Cleveland



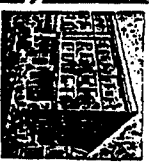
Warehouse, St. Louis



Warehouse Boston



Warehouse, Fishery



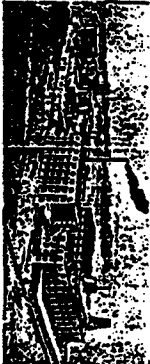
Warehouse Cincinnati



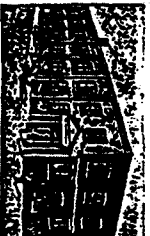
Warehouse San Antonio



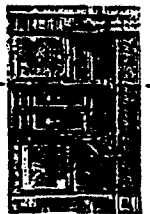
Chicago



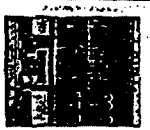
Manufacturing Plant Newark



Warehouse, Minneapolis



Warehouse New Orleans



Warehouse, Memphis



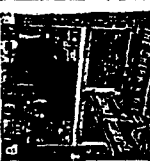
Warehouse, Kansas



Smelter, Coferville



Lined Oil Mill Cleveland



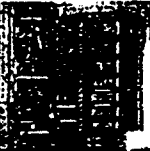
Warehouse Houston



Warehouse Minneapolis



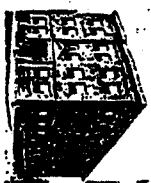
Warehouse Ft. Worth



Manufacturing and Distributing Facilities



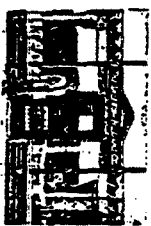
Warehouse, Dallas, Texas



Warehouse, Kansas City, Mo.



Warehouse, Dallas, Texas



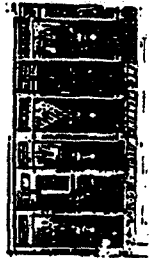
Warehouse, New York, N.Y.



Warehouse, Philadelphia, Pa.



Administration Offices and Plant, Chicago, Ill.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



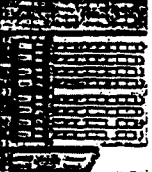
Manufacturing Plant, Montreal, Canada



Manufacturing Plant, Chicago, Ill.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



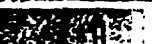
Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



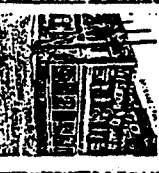
Lead and Zinc Mines, Hodgkins, Ill.



Warehouse, St. Louis, Mo.



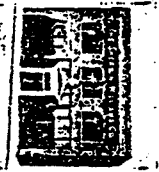
Warehouse, St. Louis, Mo.



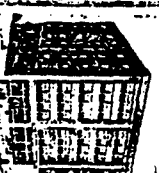
Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.



Warehouse, St. Louis, Mo.

0007-SWP-034440