

The Chameleon



May
1899

The Chameleon.

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THE SHERWIN-WILLIAMS Co.'s loyal staff.

VOL. II.

MAY, 1899.

No. 5

GROWING, GROWING, GROWING.

IN the February issue of THE CHAMELEON we reported that the first quarter of our present year was ahead of any other first quarter. We also stated that we wanted to make the second quarter still greater, and promised to tell you the result when the time arrived.

At the end of April we finished our second quarter, and it gives me a great deal of pleasure to announce that we have accomplished our desire, and that the second quarter shows still greater gains than the first.

In April we broke all records. The business of our Company in April was greater than any other month in its history. More orders received, and larger sales made than ever before. April sales have beaten all records in all departments—Trade Sales, Railway Sales, and Carriage Manufacturers Sales.

We congratulate the selling force and thank you most heartily for your splendid efforts and these magnificent results. Just keep up the gait. The ball is rolling fast, and bigger and bigger all the time. Keep her rolling, keep her rolling, must be our one great effort.

We have a great deal to encourage us now—good times, favorable weather, much building and plenty of money for paint.

These are days of record breaking. Every Division, every Department, every Territory should make new records this year. We never had such a chance before, so let us make the most of it. Let us make May, June and July, our third quarter, still greater than any we have yet experienced. We have made a good start in May. Let there be no slacking of the strong, earnest activities that have been so persistently at work since our last convention and when we meet again in November it will be to congratulate one another and look back over greater victories than we have ever before won.

Our thanks are also due the factory and the busy workers there for the promptness in which they have met the extra demands made upon them. Our manufacturing departments are working to their fullest capacity and in April their output exceeded that of any other month. We are growing in every direction. Our plant is being added to, our selling staff and our office staff and our working staff are all being constantly increased.

Growing, growing, growing, and long may we continue to grow, and faster and more enduring may that growth be, is what we strive for.



Our Trade Mark in Life.

BY B. P. PENN.

THEY called him "Jack" and he was the most entertaining passenger on the ship from Bombay, a general reception being accorded him every time he appeared on deck.

From the start he was understood to be a duly accredited and authorized representative of The S.-W. Co., Cleveland, Chicago, New York, Montreal, Boston, Toronto, and with a great deal of natural dignity, he seemed to realize the responsibility resting upon him, while the line of colors he displayed was constantly praised for its wonderful beauty, quality and purity. Passengers without exception, and from the Captain to the roughest deck hand, everyone was interested in "Jack" and his welfare.

As our Trade Mark he is most certainly a great success and has strong points worthy of attention. A few of them are as follows:

In howsoever tight a place he may be caught, he is never blue, he never paints himself red, nor any town where he may stop. He can match all other shades in the catalogue. Is not at his best in the Marine Department, particularly while at sea, but is thoroughly at home in dry dock.

He was never happier than in the Railway Department from New York, and his Perfect Method Colors attracted the attention of everyone.

His habits are good, he never drinks,

consequently his colors are not watered. He is no glutton. Although flies may test tranquilly on many men and things, yet they are never safe on him, but are likely to be quickly transformed to interior colors.

He is quick to take in a situation, his eyes being his strong point. Pretty much at the same time he will take in all sides of it; with one eye up and one down or one forward and one backward, surprises can not be sprung on him and the victim that he is after seldom escapes, while the hotter the competition the better he likes it.

His tongue is long but moves quickly, and with precision when a worthy object is in view.

His backbone is strong enough to enable him to almost any ty, while with like a glove grip of his feet remembered, he slowly but never lacks in resources. When eyes and tongue, back-bone, feet and glove-like hands, all fail, he will wind his tail about a limb and hold the fort in defiance of wind and weather. It is doubtful if his like can be seen short of India and



Jack" on Exhibition

the difficulties in transporting him to Cleveland were great enough to make him valuable to retain. We would have been glad of a dozen like him, but they could not be had. Although a complete stranger in a foreign land, he is surely proclaiming at present the praise of The Sherwin-Williams Company's colors and likely to do so for an indefinite time to come.

That "Jack" may live long and prosper, I am sure will be the hearty wish of all that see him. While he may be disposed to revolutionize some of the chameleons which have appeared in form and print before him, it certainly will be only for the better. Like our goods, he is surely to be finer than advertised.

It may be interesting to know just where and how this genuine curiosity (for that it is such, no one will deny) was secured.

Dead or alive I had in mind to get one before I returned from my trip. None could be found till I reached

Ceylon, and there only preserved in a museum at Colombo, and the director could not be induced to part with it. It was the wrong season to find any in this country, so I was disappointed.

The same situation I found in Calcutta and elsewhere in India, and not until two days before sailing from Bombay did I find this little fellow with three others like him, alive instead of dead, in the Natural History Museum of that place. One of this sort, living and active, was so much more desirable than any other. I was not to be easily refused, even though the curator claimed they were the property of the museum which he had no right to dispose of. I wanted two, but was obliged to compromise on one, and this gentleman can rest assured his kindness has been duly appreciated. It was not the season to supply its place readily or the objection would not have been so strong.

Having it at last in my possession it was a decided question whether I

could get him home in good condition, and in having been able to do so I am indebted to several good friends along the way.

He needs 70° in temperature and several other things not always easily obtained.

I regret there are not enough of him to supply the demand or to pass around, but sincerely hope we may be able to keep him in health till all who may desire can see him.

At the present writing "Jack" is on exhibition here in the window of a large Euclid avenue store. A large glass case has been constructed for his accommodation and he seems perfectly happy there, climbing about on a large rhododendron plant. There is a crowd in front of the window all day and every one learns from the sign displayed that "Jack" is the living representative of our trade mark. He has the proper advertising spirit.

"Up Boys and at Them."

BY E. A. WOOD.

THIS was the ringing war cry of a famous general, which gave new hope and life to a discouraged army, and filled them with a determined strength which swept over all obstacles and on to a glorious victory.

The present is of all seasons the time of triumphs and discouragements, too, of strongest competition and closest fighting in the paint business. We hear on all sides of new vantage secured and inroads gained. We hear also of some points where the combination seems strong against us and the hardest work makes little or no headway, desirable dealers are reported as hopeless, and towns where there must be paint sold are regarded as N. G. and not worth a visit.

It is a good time to ring hope and courage all along the line and take new pluck for some harder rallies.

President Lincoln's suggestive saying could well be paraphrased. "You can win all people some of the time, and some people all of the time; but no one has yet been smart enough to win all of the people all of the time."

I know how easy it is for the best of us to become humdrum and per-

fect in our methods. There are some obstacles in our way which seem insurmountable; rebuffs at some points are absolutely disheartening; continued failure on some lines of work takes the life all out of us and inclines to relaxed efforts in that direction. So it can do us no harm to remember that there is always room at the front, and it is only by forgetting our own discouragements and taking advantage of the other fellows who have not the nerve that we are best enabled to pass them in the race and make the largest amount of elbow-room for ourselves. It was not all sarcasm on the part of Josh Billings when he said "God save the race of fools and don't let 'em run out—if it wasn't for them we smart fellows couldn't get a living."

Business capacity has been defined as having common sense enough to go to the back door when people will not answer a ring at the front door, and this means that not only are men to be approached in different ways, but that even if the first access seems to be hopelessly closed against us, there is no doubt some other available point close at hand, which a wise selection

and persistent effort can attack with success.

I believe it goes without saying that opportunities for business were never so abundant and competition never so keen as just now. The stage coach and canal are relics of the past; the ship has given place to the fast ocean liner; the old fashioned railway train bears but a faint resemblance to the lightning express which annihilates space, by night as well as by day, and gets us there "on time"; the electric trolley is rapidly covering all intermediate points, while the telephone, telegraph and the pneumatic tube vie with each other in giving us earliest advance information, and the largest facilities endow us with ability for action such as was never known before.

The hour is not only crowded with chances, but filled with the largest means of improving them, and this brings to us so much more of encouragement, as well as of responsibility. It is only the full steam energy, the electric ambition, the Bessemer-steel persistence and tireless determination that can hope to succeed.

Every one of us must be wide awake, up to date and on the sharpest lookout for decisive bulls-eye work. Others are with us and after us to the very utmost of their ability. Crowds are pressing for business and the only chance for a clear field is to keep ourselves at the very front of all.

It may be true in a sense that "He who fights and runs away May live to fight another day,"

but even if he does there are few who will be afraid of him, and his blows will lack the resistless power of one who strikes and keeps on striking to win.

It is the spirit of "Up boys and at them" that will brush away the strongest obstacles, solve the hardest difficulties and place each individual standard on the highest pinnacle of success. To such a heart there is no situation hopeless and few places N. G.

There was surely never a time when the need for courageous, determined work was so urgent, the opportunities so numerous, or the prospects so encouraging. In the few remaining weeks of this successful campaign let us take stronger hold than ever, tighten our grip a little farther up the handle, and refuse to be satisfied with any present success. Let us raise our ambition to a higher plane, meet our difficulties with a firmer confidence and a stronger resolve, push forward our colors farther than ever in advance of others. And if it should be asked in future years who bore the greatest part in our forward, aggressive movement, the answer may be told in Southey's words of old "aspar to his grandchildren:

"I could not well make out,
But every body said," quoth he,
"That was a famous victory."

The Spirit of Advertising.

BY GEO. W. FORD.

HOW can we get business? The answer sounds simple enough: "Go after it." That seems easy, doesn't it? But it is often hard, so hard, in fact, that out of the many that are trying to "go after it," com-

paratively few do get it—do succeed.

It is much the same with the spirit of advertising. One must go after it, eat with it, sleep with it, dream of it. That's the way the best advertisers

succeed.

There are but few men to whom advertising, right advertising, is easy or natural. It has to be worked out. Many think it is simple, but the more one studies it the more he finds there is to be known. The field is limitless and the question for us to settle, in what part or parts of the whole field of advertising will help to sell more gallons of The Sherwin-Williams Paints?

All advertising is good, to a certain extent, but some is better, and it's that "some" we are after. If we are shrewd enough or lucky enough to strike features and methods a little better than the other fellow, we'll be the ones to succeed, and that's what we're all after.

Take the hope of success out of our reach and you've taken the backbone, the main spring, the whole. We



"SO AFTER IT."

that part, however, for we're too much taken up with present successes to give thought to possibilities of failure.

The questions then are: Have we enough advertising? Do we get all the good out of it by using it in the right way? Or have we more than is necessary to accomplish the end we are seeking? These are pertinent questions and ones that can only be settled by sober second and third thoughts, perhaps.

At first glance at our long list of features one would be almost forced to say that there was more advertising constantly furnished our agents than they could possibly display and use to advantage. So many sample cards, window hangers, wooden sam-

ples, counter books, etc., etc., till there is the spirit of prodigality instilled into their minds, that everything that could possibly help in the sales is furnished by us, in such quantities as they may think can be used, and we are all apt to think we can use anything and everything that is offered "without money and without price."

Could we not make less advertising matter sell just as many goods if we could so educate our agents to appreciate more fully the real value of the advertising offered, treat it as if it was their own and had cost them something to obtain, either in money or labor? Any thing that we get easily, goes easily, and we do not appreciate it till it's gone.

Some of us will say that life is too short to do so much educating, but the history of this business has been one of education and it looks as if it would continue to be so till the end. The advertising side is capable of as much development as any other. It will pay to develop it. Those of us who come in direct contact with the agents are the ones who will carry the advertising spirit and spread it. Advertising enthusiasm is a good deal like the measles, it's catching, and in order to "carry it to others we must first catch it ourselves. There is one great difference, however—we sometimes get over the measles but never the other. The first may be enervating, but the second is never anything but invigorating. When the advertising kettle commences to boil it generally runs over, and all that come in contact with it, if they have a spark of enthusiasm in their make-up, cannot fail to become enthused.



"BAY WITH IT."

Do you think any one could be with our friend Ward for many minutes and listen to him preach the gospel according to S. W. P. without feeling like getting up and doing something to further the cause. Just listen to his silvery tongue and watch his brush as he holds the crowd in wrapped attention, while he calls the earth to aid his work, and when he gets it well settled before him, covers it with a little Vermilion just to brighten the old sphere a little, and then paints out the way for them to go to Jones & Co. for the one and only paint on top of earth. That's the spirit of advertising straight from the shoulder.

We are not all gifted in the ways of the First Ward, but we can each one of us do something that will "help some." We may not be able to paint a sign, but we can certainly decorate a window for a customer, start him on the right track, let him see from a practical experience what a well arranged window display will do toward attracting and fixing the attention of the people; impress upon him the value of frequent changes. Mr. Barney's experience, told in the March CHAMELEON, is a good example of what attention to this branch of advertising will do. It is perhaps not often that direct sales can be attributed to the simple decoration of windows, but still we have known of several actual cases which lead us to say that it is one of the greatest helps in fixing the name of The Sherwin-Williams Co. and the appearance of the package in the minds of the people, so that when they do get ready to use paint for any purpose, it's The Sherwin-Williams Paint that comes to mind.

We all remember pictures better and easier than words. The well decorated window is a picture, and if

rightly done it sticks, and stays where it's stuck, long after a lengthy argument would have been forgotten.

I believe people remember our poster "Covers the Earth" longer than anything else about us, it's not particularly artistic, but it's different, it's a poster and does more in a minute to fix The Sherwin-Williams Paint in mind than a written volume could do in a week. We can show the great advantage in the use of our X Y electrotypes, one of the best things, by the way, which we have, both for the agent and ourselves, and I am glad to say we are this year using more than ever before, which shows that some



"DREAM OF IT."

are taking hold in the right way. I wish we could use to advantage ten times as many, it would pay the agents and pay the Company.

I believe, in the future the best salesmen are going to be the ones that grasp the possibilities which the spirit of advertising offers. Getting the first order is the first thing, but keeping them up is quite another matter, and the little things that each one of us can do by way of suggestions and advertising helps suited to our customers local conditions, will only serve to tighten the bonds of our business relations, and with the quality of our goods maintained, competition will only serve to stimulate us, but will never succeed.

Here's to the spirit of advertising. May we all catch it and never get over it.

"How to Paint the House."

BY G. F. PARRY.



HE fact that from time to time we receive complaints from consumers of S. W. P., which upon investigation we find to be due, beyond a doubt, to improper painting, suggests the advisability of giving some explicit instructions for the use of our paint.

I believe that some suggestions might be given by us which would materially assist our S. W. P. agents, that would make them better salesmen and would help them to guard against a liability to difficulty.

Very few dealers in paints know what is a proper surface over which to paint, or how a paint should be manipulated in order to produce satisfactory results. Very few dealers know what is a satisfactory Primer, or how long a time should elapse between the application of the priming coat and that of the finishing coats. I realize that it is utterly impossible to give any directions which would apply in all cases, but I do believe that certain suggestions might be made which would be extremely helpful.

It is not necessary to send out these suggestions for general distribution. They might be put in proper shape for distribution to the dealers only; but I do think that we can guard against a great deal of trouble by a little more explicit instructions, and by giving a little more detailed information, especially with an article which is guaranteed like S. W. P.

It is considered by a great many people a desirable plan where a new building is to be painted, to prime in the fall and give the finishing coat in

the spring, or possibly to prime in the fall and give one coat over the Primer and then give another coat in the spring. Neither one of these methods of painting will, in my mind, produce the most satisfactory results. The average Primer that is used, applied in the fall and allowed to stand until the spring, will become so hard that there is a great liability of the finishing coats peeling from it. Then too, if a coat of Primer and another coat of paint are applied in the fall and allowed to stand until spring, the same difficulty, where the building has been painted with mixed paint, is liable to result.

Surfaces like Norway Pine or Georgia Pine, which are extremely hard and full of pitch, are, as we know to our sorrow, unsuitable surfaces over which to apply paint of any character. There are a great many other points which would naturally occur to one's mind in writing an article on "How to Paint," such as how to prepare a surface which has already been painted, and is in bad condition, how to thin the first coat of S. W. P., whether used for priming or over an old surface.

We endeavor to give our salesmen as explicit instructions as possible on how to paint with S. W. P., how to prepare it for different kind of surfaces, and also regarding satisfactory conditions which should exist in order to secure the best results. I think we could go still further and not merely give verbal or printed instructions to our salesmen, but as far as possible print these instructions and place them in the hands of our dealers. I do not believe we can be too explicit, providing we know we are right: and I do

believe that we can save ourselves a great deal of trouble, make better dealers and do away with a great deal of annoyance, both to them and to us, if we adopt the preceding suggestions.

Personally I would rather see a dealer lose a sale of S. W. P. than to see him sell it for use over a surface where there was a strong possibility of its not proving satisfactory, and I believe the average dealer, if he could be made to understand what is a suitable surface and what are suitable conditions, would rather lose a few dollars in sales than to take the chance of losing trade because he had not given his customers as explicit instructions as he might give if properly taught by us.

In using an article like white lead people are not nearly so liable to complain if results are not satisfactory, as where they use a Prepared Paint. A circumstance comes to my mind which happened years ago in the city of Providence, which proves this point.

A gentleman built a very fine house on the corner of the most prominent streets. He bought the best Jewett's White Lead, the best Linseed Oil, and

hired the best painters in the city to apply it, paying them by the day. He gave three coats and at the end of six months, to use his own expression, "one side was spotted as a leopard," and it looked so badly that he did the same thing the next spring, using the same materials and giving the same number of coats. The following spring the results were the same, and he repeated the operation the third time. When I saw him the house had been standing less than a year, after being painted the third time, and he informed me that he had just received a letter from his wife, saying that it was in the same condition.

This man did not blame white lead. He was utterly nonplused at the results. Had it been painted with S. W. P. the results might have been the same, although we think not, and if so, he would have expected us to repaint it at our expense.

Where we guarantee an article or manufacture an article which must be pushed, because the people do not demand it as they do tea, coffee or sugar, I believe we should give as explicit instructions as possible, so as to guard ourselves against complaints.

"The S. W. P."

NEXT to the staff of employees the nearest kin of The Sherwin-Williams Co. are the agents, and we are constantly striving to make them feel this relationship more keenly. Our latest effort in this direction is a magazine published solely in their interest, to bring them more closely in touch with our methods, to fill them with the pride and enthusiasm we ourselves feel, to give them a better understanding of our goods, to help them in their business generally and

make them feel first, last and all the time that they are a part of us.

We have named this magazine "The S. W. P." and have already mailed a copy of the first number to every agent on our books. Many of you have also received one and know what it is better than we can explain here. For the benefit of others we may say that "The S. W. P." is of the same size as *The Chameleon*. It contains many of the articles and illustrations contained in our first four

issues, though the bulk of its contents was written especially for it. It bears a family resemblance to THE CHAMELEON, but has its own individuality and characteristics. You would never confuse one with the other.

It is our opinion that "The S. W. P." deserves a cordial reception. It ought to be one of our greatest successes. We have, however, issued it rather tentatively. We make no promise as to how often it will be issued. That depends solely upon how the first number is received. If the agents want it, can make use of it and say that it helps them. We'll print it as often as necessary. If it's not of any particular value to them we shall not want to issue it again.

We expect to learn a great deal as to the usefulness of the "The S. W. P." through the salesmen, and we would

urge them to find out as nearly as possible just how their agents view the matter. Get an expression from every agent on your territory. See if he has read any of the longer articles. Find out if he will write something to us by way of suggestion. Find out in some way, at any rate, whether he votes for or against it's value to him personally. When you find out let us know. Tell us also what you, yourself, think of it.

All communications regarding the agents magazine should be addressed: "Editor, 'The S. W. P.', 31 Michigan St., Cleveland, O."

Remember—"The S. W. P." is only for our authorized S. W. P. agents—not for dealers in general. It is to him what THE CHAMELEON is to you and we want to make it as great a success. Lend us a hand.

Naming the New Red.

From Geo. A. Clark.

Referring to names for the new "Red," the only other combination of Vermillion and Carmine seems to be "Vermine," but since some "Vermine" are green, this would hardly be a suitable name. I submit the following names which might be suitable:

Carmilene,
Carmilola,
Vermaria,
Vermola,
Carmaria,
Carmette,
Carmola,
Chameleon Blood.

From J. W. Barry.
Tuscaroro.
From A. M. Parks.
Carnion.

WE print this month the names so far suggested for our new dry Red. The response to our request does not cover by any means all the sources from which we know it is possible for us to draw. There are a great many more CHAMELEON readers who can make good suggestions and we want to hear from them before a decision is reached.

The suggestions already submitted present some clever and original names, but we are not yet ready to make a selection. We want to give more of you a chance. Read over our request of last month: read again the lists printed here and then get down to some good hard thinking.

We have discovered a Red that is worthy the best name ever coined and we must bend all efforts toward getting it.

From the New England Division.
Denile.

Edom (Hebrew).
Idumia (Greek).
Murula.
Fimber.
Auto.
Signal.
Motor.

packages and that, if possible, they be painted with the Karmyne itself.

From C. F. Hatfield.
Omega Vermillion.
Planet.
Comet.
Monopole.
Monogram.
Arnado.
Apollo.
Carnita.
Magenta.
Malacule.
Mars.
Corona.
Chameleon.
Rednow (spelling "Wonder" backwards).

From L. J. Fausquelle.

I had a special label made for a Red I sold down in 23 as Wagon Makers Carmine, and it caught on very nicely and the name helped sell it. As a second choice for your new Red I would suggest "Karmyne," and that it be put up only in iron

The Campaign for New S. W. P. Agents.

EACH Division now gets out a very interesting report at the end of every month, of new agents secured, classified by territories, and giving number of gallons ordered by each agent.

A very determined effort is being made to increase the number of our agents, and we are glad to say our efforts are meeting with success. There is still plenty of room for improvement and we hope to see the lists largely added to on every territory. We are at work on some new methods and advertising to help the salesmen in their campaign after new recruits.

We shall be glad to get suggestions for this work and we hope every salesman is sending in to his Division names of best prospective agent in every town where we are unrepresented, so we can follow them up and sooner or later make them members of the great army of S. W. P. agents.

Every town in the land must be be-

sieged and every town *must be taken*. That's the task before us. It's a large one—but not too great or difficult for such an organization as ours.

We give below a list of the salesmen of each Division most successful in securing new agents up to the first of April.

L. J. Fausquelle.
Central Division. **24 new agents.**
H. E. Hillan.
Western Division. **24 new agents.**
Jas. A. Brown.
Canadian Division. **20 new agents.**
C. F. Hatfield.
New England Division. **17 new agents.**
Joseph P. Minette.

Eastern Division. **8 new agents.**
We tender these gentlemen the congratulations and best thanks of the Company. There is no better sign of good hard work done, than the securing of new agents, for we all know in such days of severe competition as these it's a hard struggle to win vic-

stories in towns that have long been in the hands of the opposition.

Mr. Faquelle tells of his method of securing new agents in the article that follows:

MY customers tell me that it is plain to them that all the salesmen of the Sherwin-Williams Co. have attended the same school, as we all tell the same story, consequently, when our General Manager asks me to say something about methods employed by me in getting new agents. I am very loath to comply, not because I am not anxious to do my share for THE CHAMELEON, but I know we must all tell much the same story, for "Truth is mighty and it will prevail," and I think it has availed us much in this year of Grace, 1899.

Perhaps the most valuable form of work with me during the past year has been my "missionary work." I find that when I call upon a new man, not with a request for an order, but with an outspoken desire to make his personal acquaintance; that when I tell him he has been thought of by a great concern like The Sherwin-Williams Co. and singled out because of his already proven ability to control high grade trade; that if I cannot sell him goods at once, I can wait until he is ready, and that I am going to wait until he is ready and am not going to chase off after the next best man, he finds before him then an entirely new proposition. He is not accustomed to this sort of treatment. His former associations have been entirely with salesmen who have made the present their whole aim, and who, if they do not get an order, beg for a little something "just to let the house know I have been here."

The difference is so marked and it leaves an impression so lasting, that

when I appear with my spring outfit, I find a man who remembers that I have been there before, who has been sufficiently impressed with the way I treated him to give me a cordial hearing and perhaps falls before the fascinations of the elegant advertising which I am able to show him. Before I left him on my first call I told him to ask the other salesmen who call on him, what manner of people we are, how our goods stand and how our advertising is looked upon, and I always find that he has done so.

Perhaps he has not succumbed, but is growing mellow. Perhaps he has yielded to each argument, perhaps he has decided that he *has* been "hiding his light under a bushel," and that without realizing it he really is the high grade man I say he is, and that the time has come for him to make his stride forward and to take his place in the columns of his peers, best being cheaper than the cheapest. But there arises before him that bug-a-boo, the paint on hand—what shall he do with it? We must take it off his hands, every man who has tried to sell him paint has agreed to do that, and if we will not do so he cannot take up our line.

Here again we upset his traditions, the very fact that we will not trade paint, makes us worthy of his confidence, if we did such things we would have no more to offer than the other paint manufacturers have. They are not our competitors, for they do not do business on our plane. The very fact that we come to him knowing absolutely what we offer him, and having no old stock to work off, makes us worthy of the confidence of such a man as he is. These facts appeal to his reason, and he is a reasonable man, you know, or we would not be

an S. W. P. agent, the kind of merchant whose credit is never questioned by other salesmen, because they know The Sherwin-Williams Co. would not be doing business with him if he were not of the highest class.

I started out to tell you something of the arguments I use, but I see that it is useless to attempt it. I believe that all of our success comes from one source and that, the keystone of our arch, is spelt TRUTH.

L. J. FASQUELLE.

As Seen Through the Lens.

No. 2—On the Fence.



people think one way, and half another. Don't agree with them all.

But paint differs from people. It is perfectly proper for paint to be "on the fence," and on both sides of it, too. In fact it improves the fence vastly.

This fence is painted with S. W. P. No artist could paint these trees as they appeared on the still October day when our camera saw them. But, beautiful as they are in themselves, how much is added to the charm of the view by the neatly painted fence in the foreground.

Keep your eyes open. See if you little landscape wouldn't be much improved by a little paint "on the fence." (GEO. A. CLARK.)

A model young man's characteristics are honesty of speech, respectability of carriage, industry of mind and consideration for others. With these a young man is as "model" as it is given for an earthly being to be.—*Faquette's Book.*

THAT means on neither one side nor the other. In other words,

"Halting between two opinions." There is no class of men of so little use to this day and age, as those who are always "on the fence." The successful business and professional men of today are not those whose opinions sway with every rephrased blows. They are the men who cling to one opinion, and only let go when convinced that they are on the wrong side.

Have an opinion of your own. Stick to it—in business, in politics, in religion, in *everything*. Half the

Building up the Trade in Large Cities.

SPLENDID progress is being made in procuring trade in large cities, and the special work of our Advertising Department in this direction is making itself felt and winning much new business for us.

We now have the following agencies placed in the cities we have specially worked:

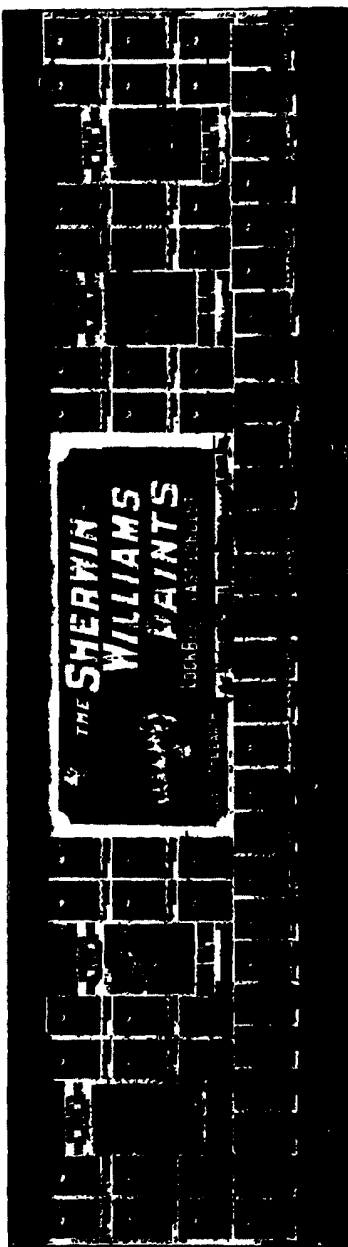
Montreal 32; Toronto 12; Boston 13; Buffalo 9; Detroit 3.

The repeat orders are coming in in a most encouraging manner.

We are more convinced than ever that in this large field of work we have a grand opportunity for extending our business and it is our intention to prosecute the work still more vigorously.

We want all of our representatives who have large cities in their territories to study them carefully and be prepared to take the matter up with a view to our undertaking active work among them at the earliest opportunity.

There are a great many advantages to be derived from having our products largely sold in important cities. Every large city is a centre for the surrounding country and the trade in that district is considerably influenced by the trade of the city. The people from the country towns make frequent visits to the city and are apt to be impressed with what they see there. There-



The largest sign board ever erected in Detroit—60 feet long, 12 feet high.

life and energy into their business.

If the salesmen take advantage of this, nothing can prevent the trade in large cities from growing in proportion to all our other business. But it is only the "keeping ever lastingly at it" spirit that can make this initial work a paying investment.

That our advertising and vigorous city work is a great help to the dealer the following letter attests:

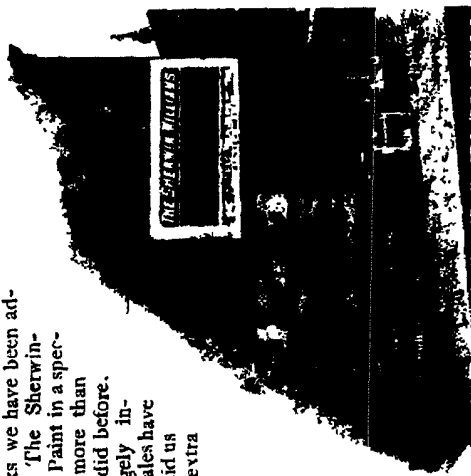
OFFICE OF
DAVIS, HUNT & CO.,
HARDWARE, AGRICULTURAL IMPLEMENTS.

The Sherwin-Williams Co., Cleveland, O.

Gentlemen:—For the last two weeks we have been advertising 'The Sherwin-Williams Paint in a special way, more than we ever did before.

Our largely increased sales have fully repaid us for the extra effort.

Davis,
Hunt
&
Co.



Davis, Hunt & Co. Cleveland.



A "Four by Eight."

EDITORIAL.

Facing Responsibility.

Don't turn your back on responsibility—face it, and be glad you have the chance to do so.

Success always involves responsibility, and the man who shirks and hangs back chooses mediocrity and throws success away. We ought to welcome every bit of responsibility that comes to us as an opportunity to thrust our worth forward into prominence—to make people see what's in us. It can do it as nothing else in the world can. Yet a great portion of the earth's population runs away when such chances come.

The little things in life involve responsibility as well as the great, and it is only through them that we can fit ourselves for high positions of trust. It's from these little things that most of us run. Ask your new office boy to answer the telephone, and instead of jumping up and trying, he'll say he doesn't know how and is afraid he won't get the message straight. He hasn't grit enough to dare to make a mistake. There's too much responsibility involved.

It is no uncommon thing to find a clerk who refuses to lock the store or office at night, because he doesn't want the responsibility of carrying the key. How far toward a high position do you suppose he will travel? Of course he won't be called to account if the office is robbed, and a care-free life may be more attractive to him than success, but his employer doesn't figure such things on the credit side of his account. Give him something out of the routine of his work, and you'll have to do more than half of it yourself before it's accomplished. He'll fear to walk alone, to do the

thing unaided. He'll dread the outcome of a work for which he alone is responsible. If there's a mistake, he cannot share the blame with another, and so instead of going boldly ahead he'll do all he can to shift the responsibility.

The world needs men who have courage enough to act when the outcome hangs in the balance, who are not afraid to risk mistakes. A mistake isn't failure any more than illness is death. We're often better men for having made mistakes.

It's more honor to attempt and fail, than to keep traveling along the same old ruts. A locomotive must always keep to the rails and be guided along them, but men are not machines and they won't necessarily run a muck if they leave the track and go out alone upon new and untried courses.

Do things. Take the initiative. Don't wait to see what the other fellow does, but set the pace for him. Don't hang back waiting for assistance and guidance. Learn to rely upon yourself.

Be willing to shoulder the responsibility of your own acts. They may lead you into mistakes, but how will you ever know if you don't try?

One act which is all your own from beginning to end is worth a thousand in which you only play the tool's part. Live as though you were commander of your own forces. God has given you that commission.

Climbing to the Top.

In a recent address delivered to a body of students at the University of Michigan, Governor Roosevelt said: "Organization is useless unless there is breathed into it the breath of aspiration after higher things."

dition. Can you send me another?" "Let us know if we can obtain in a year from now copies of each month's issue of THE CHAMELEON?" "I lost the April CHAMELEON. Can I get another?"

To all of which we have to reply that our editions are limited to only a few copies more than our mailing lists require and that it is impossible to duplicate any we send out. We must urge every one who desires a complete file of THE CHAMELEON to preserve each copy carefully as it comes to him. If you wear them out in service cherish them all the more tenderly, as monuments to their own usefulness. We cannot send duplicates even in such worthy cases.

We are out of back numbers of all issues. If you have any you don't want send them to us. We need them.

THE CHAMELEON is a little late in reaching its readers this month owing to the increased work involved in preparing "The S. W. P." our new magazine for agents. In future the two magazines will not conflict with each other in any way, and THE CHAMELEON will come out on time as usual.

It will be noticed also that two of our departments, "Pigments" and "Light and Shade," have been omitted from this issue. This was done in order to accommodate material of a more important nature that could not very well be held over until another month. It will also test the value of these departments. Do you miss them?

Every man knows in his own heart whether he is successful or not.

If we were asked to sum up in one word the secret of the great success of our Company, we could select none other than "Organization," and from very first there has been breathed into it an "aspiration after higher things." The attainment of perfection in product demands constant effort to that end. Evidence of it can be found on every hand throughout our entire establishment. Not only in the factories, but in the other operating departments and at the desks in the offices is it apparent.

The visible result of some of these "aspirations" are our lunch rooms and our laundry.

We strive to win success, and true success comes only through a sincere effort to do right. To place your business on as high a plane as you can. Such success is the only lasting success.

"Look up, not down." The purest air is up high. Climb to the top and get it into your lungs so you can breathe it, "the aspiration after higher things," into all your work. It is thus that every one of us can make our splendid organization useful and effective for yet higher things.

Our annual conventions are today what they are because they are quickened with "the breath of aspiration after higher things." No better illustration of this is there than the hope expressed by our Vice President at the last convention that our motto be the same as the Excelsior mountain and we are climbing there.

THE CHAMELEON strives in every line, from cover to cover, to breathe "aspiration after higher things."

Cherish Your Chameleons.

We often receive such inquiries as these, "January issue is in frightful con-

BRUSH MARKS.

Central Division Notes.



ORIGINAL POSTER BY W. J. PHINARD.

Sometime ago a prize was offered in the printing office of the P. & A. department for the best original S. W. P. poster designed by the employees. This was done to encourage any talent in that direction that might be lying dormant. The prize was awarded to Mr. Wm. J. Phinard, a press feeder of the department, for the design here reproduced. It shows considerable talent that with a little technical training could be used with profit. We are glad to have our employees take as active an interest in the Company as this poster shows.

Our Treasurer, Mr. S. P. Fenn, has returned from his trip around the world, and we have been pleased to welcome him at his desk again. He shows the

bronze of the tourist and the good results of a vacation plainly. He and his Chameleon "Jack" have been the center of attraction in the general office since his return and we are sure all will read with pleasure the article by him, printed on another page.

A mail order received at the Cleveland office May 8th, shows the result of vigorous office work, in the following notation appearing on the order:

"After your several requesting letters, will have to do as the girl did to the boy, that is, 'marry him to get rid of him.'"

Our Agents C. E. Smith & Co., Malta, O. have ordered by mail 30 gallons of 393, 25 gallons of Gloss White and 5 gallons of 370, for the Malta Court House. This is certainly doing *justice* to S. W. P. Their comments read as follows:

"With our extensive advertising this season we have a bright prospect for the largest increased per cent in sales of S. W. P. and almost entire output for County, so send us advertising, help us push and the largest season for S. W. P. is ours."

A meeting of the Railway representatives was held in Cleveland on 5th, and 6th. Those present were Messrs. E. P. Williams, A. M. Parks, E. M. Williams, J. C. Beardslee, W. B. Albright, E. M. Richardson, Thos. Madill, and J. H. Kames. Mr. H. A. Sherwin and Mr. Walter H. Cottingham were also present.

Our Vice President, Mr. E. P. Williams, has been visiting in Baltimore, New York and Philadelphia during the past month.

Our Mr. John P. Heywood visited the office April 30th for the first time since his departure for his territory the latter part of January. He has caused the removal of a large number of black tacks from his territorial maps and we are pleased to say has obtained results.

Mr. Smith's continued illness has rendered it necessary for us to send Mr. Walton to his assistance in canvassing his territory. This is the latter's first visit to the West, and he was somewhat apprehensive as to the reception that would be extended to him by the Indians and buffalo.

The dining-room service at the Chicago house has reached a point where it is hard to excel. This is one of our principal attractions and we hope some day to display our facilities in that direction to all of you.

We received an order on the morning of May 5th from W. A. McIntire & Co., our agents at Orem, Utah, calling for 37 quarts, 175 half gallons, 273 gallons and 24 five gallon cans of S. W. P. Total gallons 489 $\frac{3}{4}$. We shall be glad to hear from the other Divisions at their leisure.

Eastern Division Notes.

Here are two letters received by us recently that speak for themselves:

"We are doing all we can to sell S. W. P. for more than one reason.

"First, Because it covers more than any other paint we ever handled.

"Second, Because we are sure there is no paint on the market which will give better results, as we can stand up and recommend it as being the best.

"We have never heard one complaint; but to the contrary every one that has used it agrees with us that it

Everyone who goes anywhere goes to Niagara Falls. It's a place of international prominence and has a constantly changing population that makes it a splendid place to display advertising. During the past month we have put up a great many posters and large signs in good positions at the Falls and we're quite ready to receive "all the world and his wife" as soon as the season opens.

One day last month Mr. E. M. Richardson had the good fortune to secure one of the largest single orders we have ever received. It was for 140 barrels of Steamship Paint. "Rich" is out after more big things.

Western Division Notes.

Mr. John F. Weare we regret to say, has not been well for sometime. Last month he took a trip East hoping to be benefited by the change. He is now back in Chicago and we are pleased to hear that he is feeling more like himself again.

The first of May brings still further additions to our clerical force. A new clerk was engaged to assist in billing and another added for general office work.

Mr. Wheeler is at present East, for the purpose of attending the funeral of a brother, whose death occurred April 30.

Unusually favorable weather for painting during the latter part of April has brought the anticipated rush of current orders.

We learn of a very material increase in the sales of lumber to country buyers for spring stocks. This is surely of some moment to us.

covers more surface, lasts longer and looks better than any they have ever used.

Chambersburg, Pa. April 25, 1899.

"The paint you shipped the C. & O. Railroad for their hotel 'Glady's Inn,' Clifton Forge, Va., is working out beautifully.

"Mr. Staten, Road Inspector, told me that The S-W. Co. made honest paint and that whenever he sent in his requisitions for their goods he knew he would receive quantity and quality."

Apropos of the latter letter it may be said that Mr. Staten is Superintendent of Bridges and Buildings for the C. & O. Railroad and recently used 48 barrels of our paint on one of their bridges.

The Philippines are coming under our banner. We had a request from Manila during the past month for Color Cards and prices, and were glad to send them full particulars of all that is most beautiful and desirable in the line of Paint and Colors.

On April 29th, our orders for S. W. P. reached 1075 gallons, the largest day so far in this very backward season.

Canadian Division Notes.

Montreal.

F. C. Donnison arrived here on the 14th of April, after a five month's trip in the Maritime Provinces and Newfoundland. He looks as rosy as ever, and says everything on his territory is in a flourishing condition. S. W. P. and our other lines are more popular than ever, and prospects never looked better. He left again on the 24th of April on the trail of new S. W. P. agents. He claims he can round up in the neighborhood of twenty-five

of them before he returns. Fred will get them.

Bob Johnson, we regret to say, was not feeling quite himself last week. He is tormented with lameness, which is the result of his recent serious attack of typhoid fever. He remained in doors all one week but went out again the next, feeling much benefited by his short rest. We sincerely trust he will soon feel quite himself again.

We were all glad to welcome our General Manager back again with us for a short time. He remained in Montreal for a week, and left for Cleveland on the 1st of May with his wife and family; where he will reside in future. Mr. and Mrs. Cottingham will be greatly missed by their large circle of friends and acquaintances in this city, where they were both so highly esteemed. What is our loss, in this case, is Cleveland's gain.

We have already shipped four carloads of our paints to Winnipeg for our Manitoba and N. W. T. customers, and have another carload under way. We have also shipped three carloads to British Columbia. Our energetic representative, Mr. Ross, is making his presence felt in the far West.

Mr. Alex. Slater spent a day with us last week, his first visit to headquarters this year. We were pleased to see him looking so hale and hearty, and to know that the prospects with our Toronto branch and Western business were so promising.

A few days ago a gentleman from Texas stepped into the Toronto house and introduced himself by saying: "I could not pass that familiar sign—The S-W Co. No stars and stripes

S. W. P. enthusiasm, which is sure to bring them well to the top with good sales before the season is over. Our old Toronto agency is also doing well, better than ever before. They intend to hold first place as regards sales and they are making a good run for it, but they will have to keep the move up, as there is some special good blood among the new agents.

New England Division Notes.

"Dewey" has been painted with 'The Sherwin-Williams Paint. The Boston Fruit Co's Steamer of that name was painted about two weeks ago with S. W. P. and the work was done by the largest Steamship Painting Co. in Boston. They were very much pleased with the results.

Business in New England is good, and the Boston House has been working night and day for some time. Last month's business equaled our most sanguine expectations and May started in with a rush, bidding fair to equal April's record.

Mr. Richardson put in a busy day with us on Steamship business, and Mr. Pratt spent a few days with us on C. & M. matters. Mr. E. M. Williams made us a very short call.

Two S. W. P. complaints were traced and, as usual, the trouble was not with S. W. P.

He, who by his Biz would rise, Must either lust or alterise.

C. F. H.

Mr. C. C. Ballantyne, Sales Manager of the Canadian Division, is now in full charge of our business in Canada. Mr. Cottingham having moved permanently to Cleveland.

over here, but where one sees that sign he feels all right! I sold S. W. P. in Texas for several years and I got quite attached to the old company. I shall always remember them, and have a high regard for them." This shows that The S-W Co. is "a tie that binds."

"Bob" Misson also spent a day with us on his way West. His shadow had not grown any less since we last had the pleasure of seeing him.

Our General Superintendent spent three days with us last month, and left for Cleveland via Toronto, where he intended to pay a brief visit to our branch there.

Toronto

Our General Manager, Mr. W. H. Cottingham, with his wife and family, passed through Toronto on the 1st inst., on their way to their new home at Cleveland. We wish them true happiness and real success.

We also had the pleasure of a flying visit from our General Superintendent, Mr. J. C. Beardslee, on his way from Montreal to the head office.

Orders have been coming in so rapidly from the country that all hands have been kept busy until the small hours of the night to keep up our record for prompt shipments. It has also been necessary for us to employ another clerk here. Mr. George Young has been appointed to the position of order clerk. The rush has come and we intend to keep it rushing.

Business has opened out with a rush here. All the newly appointed city agents are doing well for us and most of them have caught the genuine

Getting Up.



The gentleman on the right, who by taking his stand on S. W. P., has added a cubit or two to his stature, is Mr. Norman Baty, our agent in Norwich, Ont. The other, it is needless to tell most of you, is Mr. Alex. Slater. The picture tells its own story but we may as well explain that Mr. Baty is of those who believe that the possibilities of an agent's rising in this world are limited only by the position he takes in regard to S. W. P. He can mount on it to practically any height he chooses, and he the biggest man in the crowd if he wills to be. Mr. Baty's success is the result of this belief.

Mr. Walter H. Cottingham and Mr. A. M. Parks have been elected members of The Cleveland Chamber of Commerce.

Town Report Booklets.

The list of booklets to be sent out on the salesmen's Town Report requests is constantly growing. The latest additions are "Paints for Practical Painters" which explains itself, and "What to do when your house won't rent," to go to landlords. We have also added our second edition 1899 "F" to the list, as salesmen may find it useful in various ways.

The complete list of these Town Report booklets follows, with the form letters that have been assigned.

- A—"About Prepared Paint."
- B—"Paints for Practical Painters."
- B-1—"What to do when your House won't Rent."
- B-2—"Perfect Method"—Descriptive of System.
- B-3—"Painting Metal Surfaces"—Descriptive of P. M. S.
- B-4—"P. M. vs. Lead and Oil."
- B-5—"1899 E"—Second Edition.

A Great Week.

The last week in April was the banner week of the year for gains. The percentage of gains over last year by divisions, was as follows:

- New England Division, 68 per cent.
- Eastern Division, 43 per cent.
- Canadian Division, 37 per cent.
- Central Division, 28 per cent.
- Western Division, 11 per cent.

A year ago same time we showed gains over 1897, so it is all the more creditable that we have so far surpassed last year's good showing. Let the good work go on.

The Spread of Fame.

Every day old friends are learning something new about The S. W. Co., and new friends are taking their first lessons. Every seed of advertising we plant becomes the mother of countless other seeds that are scattered broadcast. There's no limit to their increase and they go on multiplying

almost spontaneously.

The past month or two we have seen many striking illustrations of this in a quantity of valuable advertising we have received, for which we have paid practically nothing.

"The Cleveland Plain Dealer" of Sunday, April 9th, contained a quarter page, illustrated article, descriptive of our factory method and the humanitarianism we display in providing lunch rooms, wash rooms, laundries, etc. for the benefit of our employees. It was headed "An Experiment in Altruism" and attracted a great deal of attention. Since then this article has been extensively copied and quoted.

"The Hardware Dealers Magazine" reprinted it in full. "Canadian Hardware" gave it a long notice. "The Maritime Merchant" practically printed it entire. "The Painters Magazine" quoted from it to considerable length. And the seeds are still scattering. Canadian newspapers will soon be printing it we understand.

When Mr. Penn returned with "Jack," the chameleon, Cleveland papers interviewed him and published good notices to our ultimate glory. Since then notices have appeared elsewhere.

The Pierce Hardware Co's fence sign reproduced in last month's CHAMELEON appeared in the May issue of the Hardware Dealers' Magazine with a nice notice.

The "Painters Magazine" for May reprinted "To paint or not to paint" from the March CHAMELEON, classing it as one of the most clever bits of parody they had ever seen.

A number of most excellent reading notices are going the rounds just now while a great many publications have printed something about The Cha-

MELEON and the work it is trying to accomplish.

All these things work silently and effectively, and results are bound to come from them.

Our Combination.

A new S. W. P. agent who was added to the long list the other day, seemed at first somewhat reluctant to consider making a change in his line so late in the season. He withheld our battery very determinedly.

First gun—"Quality"; second gun—"Over-thirty-years-experience"; third gun—"Full-measure"; fourth gun—"Style-of-package". Then a little light artillery—"prompt-shipment". "Shades-run-uniform", "test-in-chemical and practice-laboratory", "fine-grinding", etc. Next a few more big guns.

So far there was not much indication that he was inclined to surrender.

Becoming somewhat impatient, we put a mine under him in the shape of "AA", "C", "CC", "F", "E", "MM-2", "MM-4", "XY", "WD", "DB", etc. Then we touched the whole thing off.

When he fell over into our camp, he dropped us a good big order for S. W. P. and other lines. Catching his breath shortly, he explained, "I couldn't stand out against the combination."

Back From Mexico.

Mr. W. B. Albright has returned from his visit to Mexico. He had a very successful trip and is much pleased with the prospects for an increase in our trade there.

Mr. Albright also visited Havana and has sent in a very interesting report on trade conditions of Cuba especially, so far as our own line of business is concerned. S. W. P. will no doubt soon find its way to Uncle Sam's new possessions.

An Example of Faithfulness.



We take pleasure in showing above a photograph of Mr. S. F. Bann, billing clerk of the Canadian Division, at Montreal.

Mr. Bann has proven his faithfulness to the Company's interest by an act that deserves special mention. One night recently he was back at the office working late. When the time came to put his papers and books away he accidentally disarranged the combination on the safe and was unable to lock it securely. Being unwilling to leave it in such an unsafe way, he remained in the office all night and kept watch that nothing might happen to the contents. He also made good use of his time by employing it at the type writer, until the office was opened in the morning.

The Company appreciates such service as this and Mr. Bann has shown he is made of good stuff, and the same conscientious performance of duty will not fail to win him success.

Inspection Day.

Why not have one? True, every department should be open to inspection at all times. But who are the inspectors? Weekly or monthly visits from a delegation of the Directors or Managers to the various departments will put a little ginger into everyone and all will work to make a good showing on Inspection Day. To work with the understanding that everything is right until fault is found, is hardly the right way to bring about satisfactory results.

Let us have Inspection Day and let it come often. This plan is adopted in some of our best regulated factories, and in the army and navy. If good enough for them, why should it not be good enough for us? J. C. EARL.

From One Who Sees Them All.

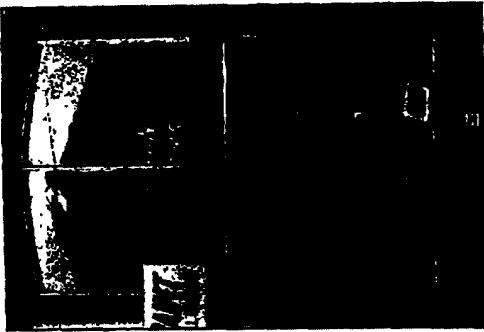
On board the U. S. M. S. "St. Paul." March 22, 1899.

Editor THE CHAMELEON.

Dear Sir:—May I ask the favor of a small space in your next issue to tender my best thanks to the members and staff of your corporation, who extended so many kindnesses to me during my recent visit to Canada and the United States?

I first went to Canada some eleven years ago and had the good fortune to come into business relations with your esteemed General Manager, Mr. Walter H. Cottingham. This connection, I may say, has been one of unbroken cordiality and friendship. At the time Mander Brothers' business in the Dominion had fallen to a very low ebb, but today, thanks to Mr. Cottingham's ability and that of his able salesmen, we are enjoying by far the lion's share of the high class English varnish trade, and my fervent wish is that we may retain it, for I

Small, but Effective.



take a great interest personally in our business in Canada.

By Mr. Cottingham's kind invitation I visited your magnificent establishment at Cleveland and was immensely impressed with all that I saw there. You undoubtedly have the largest and most perfect paint factory in the world, and I cannot help thinking that it is only a question of time when you will—octopus-like—stretch out in all directions, until The Sherwin-Williams Paints do actually "cover the earth."

Believe me faithfully yours,

ARTHUR E. E. KING.

(Foreign travelling representative
Mander Brothers.)

The letter that follows is from S. J. Waring, of the S. J. Waring Co., one of the largest manufacturers of fine furniture and house furnishing in London. If you are at all inclined to underestimate the value of THE CHAMELEON look at it for a moment through the eyes of an outsider.

Dear Mr. Cottingham:

Very many thanks for your kind letter, and for the copy of your interesting little paper THE CHAMELEON. It is exceedingly good of you to include me among your friends, and I can assure you that you have no more interested reader or admirer. The paper is excellently written, most stimulating, and—I should think—would be particularly effective, not only from a business point of view, but as being of great educational value in a commercial sense. In fact, I for some time past have had a dormant idea of starting something of the kind myself, and seeing your paper has incited me to remove this from the realm of imagination into that of action.

S. J. WARING.

London, W. April 24th, 1899.

We reproduce here a window display of our Picton, Ont., agents, Carter Bros., as an example of what can be done with a small window. Sometimes the greatest results come from the smallest things. "Great oaks from little acorns grow." Don't let your agent despise his window because it's small or out of fashion. Carter Bros. attracted great attention with the display shown here and received lasting benefit from it.

The response to our proofs of electro-sent out under the title of "Seasonable Ads" has been unexpectedly great. We have seldom before seen as direct and prompt a result from advertising sent out to the dealers. If every electro-sent out should receive one single insertion we would get many hundred columns of valuable advertising. A great part of it is surely ours.

A Complaint With a Moral.

A short time ago our New York office received the following letter of complaint from John A. Tuttle, Eastport, N. Y.

The Sherwin-Williams Co.

Gentlemen:—On invoice of paints, January 24th, which I opened this morning to begin job, I found you had sent me the wrong color. Order calls for 300 lb P. C. P. No. 9 and cans are labeled No. 9, but look more like No. 7.

What shall I do with it? Why did you ship it? Didn't you have No. 9? Please don't give me any more tag in direction of "more good things to come," "with facilities greatly enlarged and improved, we offer greater inducements than ever before," &c., and so until you make practical in this case the above statement by correction, by mail or by your representative, I shall order elsewhere.

You pledge the best service it is possible for you to render.

JOHN A. TUTTLE.

We print this here because it shows how much is expected of us by our customers. On account of the high claims we make, and the great need there is for us to fulfill very carefully and thoroughly every statement we make if we are to hold and increase our reputation. Big claims, fine words and high sounding phrases look ridiculous and become humiliating when not lived up to.

We are in earnest in the claims and statements we make, and aim to live up to the high standard we have set before us. But let us remember the task is not a light one, and if we swerve from our high purpose we subject ourselves to criticism, and because of our high attitude suffer the more from our errors.

We need not be afraid to make large claims when we possess the ability to carry them out, but let us see that we do carry them out, or better keep silent.

We must ever guard jealously our good reputation, and it is because we do that the letter quoted above left a

burning sting; but nevertheless it has served as a means of stirring us up to greater effort to make good our statements.

The Advance in Prices.

We print the following editorial from the "Paint, Oil and Drug Reporter" of May: It should be read by every salesman.

Owing to the recent advance in the cost of raw materials entering into the manufacture of ready-mixed paints, it has become a question how to maintain the quality of the product and still conduct the business of manufacturing at a profit. Of course, an advance in the selling price at once suggests itself, but that is not so simple a matter as it would seem, as there are many manufacturers, competition for trade is keen, and there are not wanting those who would take advantage of such a course of competitors to undermine their trade, even at a slight present loss, hoping that a turn in the market for the crude materials would later amply reimburse them. There are also others who would not hesitate to cheapen their product, claiming them to be fully up to standard quality and purity, and thus demoralize trade. The idea of concerted and practically unanimous action on the part of the manufacturers therefore presented itself and it was thought the time for concerted action being propitious, it would meet with general favor. The situation was discussed by a number of prominent manufacturers, and they decided to communicate with the trade at large, asking an expression of opinion on the feasibility of meeting at a central point with a view to advancing the price of ready-mixed paints. To the inquiry the replies were numerous, and a very large proportion of the more prominent manufacturers evidenced sympathy with the movement and promised their support. The city of Chicago was decided upon as the place of meeting, and the date the 8th day of May next. The responses were practically unanimous as regards the necessity of advancing the price for first quality ready-mixed paints to at least \$1.10 per gallon for one gallon cans.

It is apparent that the quality of the ready-mixed paints cannot be maintained at the high standard for which the products of very many of the manufacturers have become celebrated, and unless this is done the business of manufacturing this class of goods will be menaced, as a reduction in quality will

force the painters to have recourse to the old way of buying the materials and doing their own mixing. It is believed that there will be a very full representation of this industry at the Chicago meeting, and from the expressions already made an advance in price as a result of that meeting may be accepted as a foregone conclusion.—*Paint, Oil and Drug Reporter.*

An Agent to be Proud of.

L. S. Merrill, our agent at Solon, Me., is a hustler. He goes after the paint business with every means at his command, and he gets it. In his newspaper advertising he is in competition with ads of Devco & Co. We are selling all the paint, though. His display ads and reading notices tell an honest story in a most convincing manner. This man L. S. Merrill has more system about his business than any man I ever saw. He is the one I wrote about, who gives the most prominent place in his store to profits, paying the largest percentage of profit. Last year he kept a copy of the list of names he sent in for "E's," and if he sold any of the S. W. P. products during the year to any one on the list, he checked the name. I saw the list a few days since and about 60 per cent of the names were checked. Does not this speak strongly as to the value of the "E's" as a paint seller? He also keeps a book in which he has recorded every building which he has

painted with S. W. P., the date painted, colors used, amount of paint used and number of feet of surface painted. If Mr. Parks could meet this man he would want to spend a week with him, and could get enough data from him to write a book.

Among other interesting facts he has a record of. is the *covering of 590 square feet, two coats, with Chalm Glass White.*

F. H. HARR.

Are There Any Other "Votes"?

Editor THE CHAMELEON:

I desire to vote "Yes" with a big Y sticker for dealers to use in ordering paint through jobbers. It is a happy thought and should pay us and the jobber, to say nothing of the dealer.

EDWIN S. BLANCHARD.

It's Alive.

A changing crowd of people has been in constant attendance every day in front of the window of Cleveland's largest jewelry store, where our chameleone "jack," has been on exhibition since Mr. Fenn brought him home. The common expression is, "Why, it's alive!"

That is also the generally expressed opinion of those who have the privilege of reading this magazine. "It's alive."

Our Working Men.

BY W. R. BIELEIN.

THE CHAMELEON is published for the interest and benefit of The Sherwin-Williams Co.'s loyal staff. This staff includes every one connected with the Company, from the president to the smallest boy in the factory.

A great many good things have been written about the work of the sales, advertising and office depart-

ment, but I have seen nothing which appeals directly to the working men themselves; to these men, who constitute our working force and make S. W. P. what it is. We may have good management to direct this force, but it can accomplish nothing if the force itself does not respond.

The excellence of all The Sherwin-

Williams Paints is not only due to the good materials used, though we may use the best that can be bought. It is obtained by a great number of little details in the process of manufacture, each of which is carefully worked out by some competent working man.

It is hard for anyone not connected directly with the manufacturing department to realize how much care is necessary to have every little detail just exactly right, so that the finished products may be up to our high standards. The man at the mixer must be careful to put in just the right quantity of the right ingredients. The man at the mill must watch it closely, to see that it is grinding just right. Those who do the filling, soldering and labeling must exercise great care to have the packages filled and finished properly. Then the men in the packing department must be sure that orders are filled right and packed carefully, and that the nails in the case are not driven into the cans.

To do this work conscientiously and well it is necessary for every man to be interested in his work, and to work for the interests of the Company and not merely for pay-day. By so doing he furthers his own best interests. No man can ever succeed if he is not steady, and we can't depend upon his being at his post every day, and if he does not always do his level best, because he thinks he would be doing more than he was paid for. If he thinks he ought to get more pay, the only way for him to get it is to make himself worth more by doing more or better work. Our men are all treated on the same fair basis, every man stands on his own merits and there is no favoritism shown. The only reason why one man is paid more than another is because he has more ability and is doing work which

makes him worth more to the Company.

We do a great deal to help our men in every way, and I am sure it is appreciated. I think our men work with the right spirit and we send THE CHAMELEON to every man in the Montreal factory, because we believe that knowing more about our business in general will help to foster that spirit of loyalty and enthusiasm which is so essential to good work.

It was very gratifying to the writer to see the interested way in which every man took hold of the work of making the change in the factory last winter. Without that hearty co-operation on the part of every man it would have been impossible to make the complete change we did and have the things running again in so short a time. The new factory has been running very satisfactorily for some months and the output has been more than fifty per cent greater than it was a year ago. With all these increased facilities it has been hard for us to make things fast enough.

In this rush of business and in our endeavor to fill orders promptly, let us not forget the men who do the work.

THE OBJECT OF WRITING.

Editor THE CHAMELEON.

Dear Sir:—Thank you for the copy of THE CHAMELEON, which you kindly sent me. I am very glad indeed that you found anything in my works which you liked well enough to quote.

The object of writing, according to my old-fashioned view, is to exercise a real influence upon human life. And I am heartily glad to know that anything of mine is coming into vital contact with those who are doing the work of the world today.

Believe me very cordially yours,
New York. HENRY VAN DYKE.



This is the Time S. W. P. Takes Possession of the Country