FORESIGHT.

I CAN see what is coming to pass
By the aid of this wonderful glass;
Gee whiz! what a noise!
Have a look at the boys.
It surely can't be the big meet at the Hague;
They're too handsome for doctors discussing the plague.
No, the talk's about paint,
And I'm blowed if it aint
CHICAGO!

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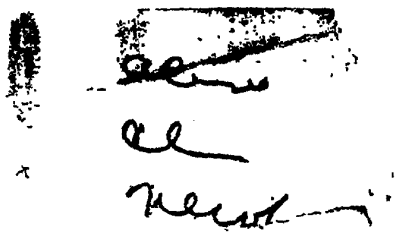

The Chamel



Published on the Twentieth day of each month
Canal Road, N. W., Cleveland, for the intere
benefit of The Sherwin-Williams Co.'s loyal

Vol. X. November-December, 1907

PRESENT BUSINESS CON



HERE is no denying the fact that
and difficult times—times that tr
ability. It is easy enough to sail
fair breezes, but quite a different
cessfully when the stress of the sto

I have often made the claim
not alone a fair weather organizat
upon to meet such conditions as no
quickly adjust ourselves to the change and cope v
overcome the obstacles, be what they may. The
test; and my confidence in our ability to make g
its strength now that the difficulties press upon us.
is stronger than ever, for I know that every man o
responsibilities, and is pulling hard and steady at
ship is being *forced* ahead in spite of the surging w
that surround us. Soon we will be in smooth wate
and all sails unfurled to the wind.

Our greatest regret at this time has been the n
working force; but with most of our representatives
lighter business coming through the mails, it has be
work for all. We confidently hope, however, we w
back all those who are out, and all of us who ar
best to hasten the day.

The outlook is certainly much improved,
progress will be made towards the return of norm
denies that the country generally is prosperous,
stringency is relieved and confidence restored. we
mate businesses will once more become active a
that our selling force, our advertising department

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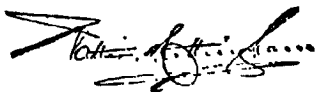
all ready and impatiently waiting for the word "Go", and we hope soon to give the command. I must confess I don't like my present job of applying the brakes, and am as keen and anxious as anyone can be to turn on the power again, and you may be sure as soon as prudence justifies such an action (and I think the time is not far off), it will be most willingly done.

In the meantime, on behalf of the officers and directors, I wish to thank all for their splendid co-operation in meeting the present conditions. All have done good work, and we feel sure that the new experience has not only been a good thing for the country, but a good thing for all earnest, thoughtful business men, and we will be better and stronger for it.



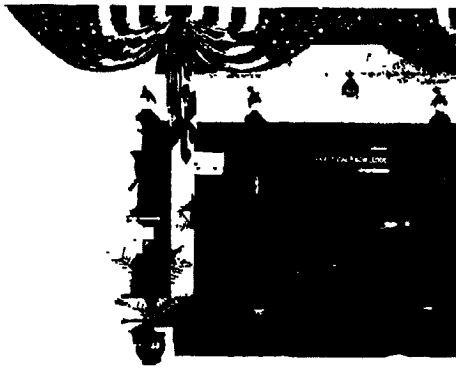
Vice Pres. & Gen'l Mgr.

Christmas Greetings.

WE take this opportunity of extending to Chameleon readers sincere wishes for a Happy Christmas season, and trust that the year that is to come will be a prosperous and pleasant one.



Southwestern District Representatives and Managers.



The Twenty-Seventh Annual

THE Twenty-seventh Annual Convention Chicago Plant during the week of respects it was the greatest assembl managers and representatives in the It was larger in size because of the sp iness in all branches last year and it p value to the men because the sessions knowledge of our lines. The Convention at Cl additional attraction of being also the celebratio of the Company. There was no such celebratio manner diminished the appreciation or enthusia present.

The Convention met in Chicago in 1904— away from the home offices at Cleveland for m ments then were so satisfactory that it was decid the scene of our yearly meeting.

On Thursday and Friday of the week proc vention, the Annual Managers' Meeting was held attended by thirty-five Executive Officials and Di agers. As is customary, matters pertaining to discussed and a brief review of the year's work w

The representatives arrived at the hotel on S from all quarters of the compass. Though the C of the largest in the country, the management wa all the men who came pouring in upon the Re representatives of the Western District made th Park Hotel nearby. By Sunday night every m ready for the week's work.

The Illinois Central placed a special tra morning at 8:13 to convey the men from the hote

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The entire top floor of the main office building at the plant was given over to the Convention. Part of it was devoted to the Convention hall proper and its capacity of 250 allowed all the men to be seated comfortably. The acoustics were good and save for the occasional noise of a locomotive in the yard it was possible to talk without much effort.

The decorations in the Convention hall were particularly striking. Ionic columns with brass rods holding green velour curtains furnished the background and "Cover the Earth" electric light fixtures surmounted each pillar. The ceiling supports were decorated with white cloth and flags. The whole effect was rich and pleasing. The exhibit room was also appropriately decorated and the long tables between the supporting pillars were filled with interesting features—implements, panels and other materials were shown in various stages of finishing. Two model paint and varnish stocks were shown in a store provided at one side of the exhibit. Two windows were always dressed showing the possibilities of our window display features. The dining room was more than large enough to seat the entire Convention at one time. Lunch was served each day from 12:30 to 1:30 at which time the afternoon sessions were called to order.

The representatives held a brief reception on Monday morning until 9:15, when, after roll call, Mr. Cottingham called the Convention to order and was greeted with great applause. His remarks are given on the following page.



View of Convention Hall, Chicago Factory.

Mr. Cottingham's Opening

LAST year we held at Cleveland what was con
cessful Convention ever held by the Compa
brated the very interesting event of our fort
Convention we held a meeting of the Manag
whether or not we would continue these C
There were some among the managers who
time, trouble and expense involved, these
burdensome. The expense unquestionably
more important, it takes a great deal of time
to prepare for a Convention the size of ours. It is not gen
how much thought and care are necessary to carry out a l
successfully; after the matter was carefully viewed from
that the majority were in favor of continuing them, and so

I was one of those who voted to contine the Convent
me to prove to you by any set of figures why these C
our Company, I am afraid I could not do so. I could not
ticular territory or any
say that this gain or that
provement was due to the
an inborn feeling that
that has resulted in our
that we cannot always
adopt certain principles,
to judge by general re-



Mr Walter H Cottingham

The general results
been so magnificent
any radical change in
not here to pat our-
are here to learn. This
have come here to-
great problems and see
our business In think-
trying to justify my be-
meetings, I came to the
two great advantages
you, the representatives,
Conventions and the
the management, gain
know of no better way by which representatives may gain
business, our methods and our goods, and I know of no b
give you our entire policy and explain to you what we a
present at a Convention of this nature.

You have noticed, no doubt, that I am fond of like
military organization. They have, as you know, Compan
be similar to our Division meetings. Then we have our D
be likened to regimental drills and the whole body of r
formation as is seen here today We are one large army
carrying out our training, we cannot help but be stronger b
all working together as one unit.

I know that the men who come here from different te
their divisions, but we should have a general object in view w
should all work together as one strong, large organization
Co. Then there are the advantages, which, I believe, the
meet you gentlemen face to face and we learn from you co
ferent territories. This enables us to formulate a policy th
entire Company. We learn from you what our competi
one of those who think we are superior to competition, be
competitors whom we must recognize. We want to lear

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and by meeting you gentlemen here we get that knowledge which enables us to formulate our plans in order that our weak points may be strengthened.

I was much interested a short time ago to learn from a friend of mine in the trade that the general manager of one of the largest and most progressive competative organizations said that he would never be satisfied until his company was the largest in the business. I admire that man's ambition. His aim is worthy; but I am astonished at his nerve. I am afraid he does not appreciate what he is up against. As long as we have an organization such as I see before me, working both the inside and the outside, manufacturing and sales, all pulling together, there is no competition that can wrest our supremacy from us. "What we have, we hold."

Another advantage which the management have is in meeting you gentlemen here and being able to discover the strong men and awarding the Top-Notchers. We have an opportunity here of sizing you up and we have the very great pleasure of awarding those men who have done particularly good work. There is another side. I do not think there is anything pleasanter than to see the friendships that are formed in this organization by the men from one division with another; the men of Canada and the men of United States—and the men in the management and the men in the field. This is the feeling I had last night, sitting in the hotel. I did not see how this condition could be brought about otherwise, and this is a condition which I consider well worth while. A general manager of a large concern said to me a few days ago, "We have tried these conventions and found they do not work. We go to a lot of trouble and expense to get the men in and they do not seem to appreciate it." It is no wonder to me that they have not made it go if that is his view and if those are the kind of men he has around him.

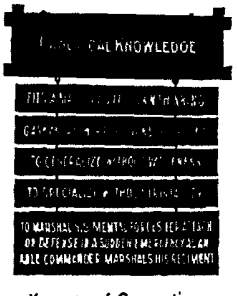
I feel very differently toward our organization. I have never yet left a Convention without having the feeling that the men who were there went away stronger and better. We must have greater confidence and our knowledge is always increased by meeting you here and we are abler and more competent and can strike out bolder than ever after attending one of our Conventions.

It is a great pleasure to me to tell you that the results of last year were the largest we have ever obtained. We not only reached the very highest estimate we put on the year's sales, but exceeded it on top of the largest gain we ever made in any previous year, which was last year.

I wish to refer to the additions that we have made in our plants and equipment which demonstrates so well our growth. I would mention the following new warehouses which were opened—St. Louis, Seattle, Philadelphia, as well as new quarters in Boston and Winnipeg. We increased our facilities very considerably in Cleveland. Here in Chicago you will be interested to see the growth of the plant since our last Convention here, three years ago. We have added to our plant, a building devoted entirely to the manufacture of Handcraft Stains and similar lines; a building devoted to the manufacture of blues. We have enlarged the "M" building where we manufacture our general line of paint, and we have put up a building, which is just completed, for the manufacture of Paris Green. At Newark we have added a five-story varnish storage plant; at Montreal we have put up a linseed oil mill; at London we have put up a dry color plant and a new paint grinding building. The buildings at our Coffeyville smelters have been greatly increased in size and consequently our output will be much greater.

This shows considerable growth throughout the year and also points out the necessity of securing orders to keep the additional machinery busy.

I would mention this morning a matter of interest. That is the appointment of a number of new Sales Managers. As you know, during the past year we have been dividing our districts up into divisions. The divisions were getting so large that it was impossible to give them the careful attention they needed and, therefore, we have divided the districts up into different Sales Divisions. We had a managers meeting here Thursday and Friday of last week and there were present thirty-five managers, and I was much interested to see, in looking over



Keynote of Convention

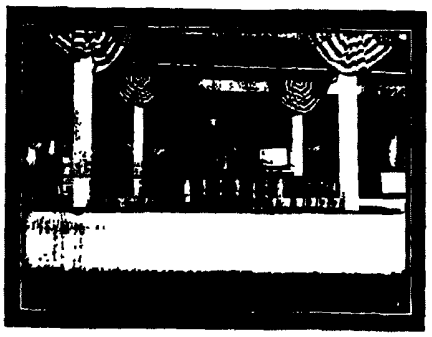


Exhibit of Dry Colors and Raw Materials

J. P. Coleman, P. L. Munger, I. F. Watkins, W. W. All of these gentlemen have been traveling salesmen and I think it ought to be encouraging to all you men and viding us with such a fine set of managers from the ranks.

Now I think I should say a word about our present bus he foolish for us to say that we are free from anxiety, a this time troubled, but we are not at all fearful from the ou position, as most of our business comes from the agricultu country, and as far as we are able to learn, these districts a be able to round up not only a large business but a gain gentlemen turned in last year. We will have to watch thin and use keener judgment and study conditions a little more

I am sorry we have no representative from England here busy over there that they did not feel that they could spa however, expect to have our foreign representative, Mr. Do

I was down on the program this morning to give an ad been talking all this time without really having done it. I that we welcome each one of you gentlemen here again. all of us to see you and it is a great delight to find you in s so well and prosperous. Nothing is more encouraging. I men and I hope you will find things pleasant and that you men with us.

We have, too, some visitors here this morning and I want to say to them that they are very welcome and I hope they will enjoy our meeting, and if they have any suggestions, we will be glad to hear them. We are sorry Mr. Sherwin is not here this morning, but he did not feel that he could attend so many meetings. We hope to have him with us later, however.

The Treasurer always comes in smiling, whether money is tight or not. I am glad he is here to say a few words to you this morning.



Dining Room, C

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Talk by Mr. S. P. Fenn.

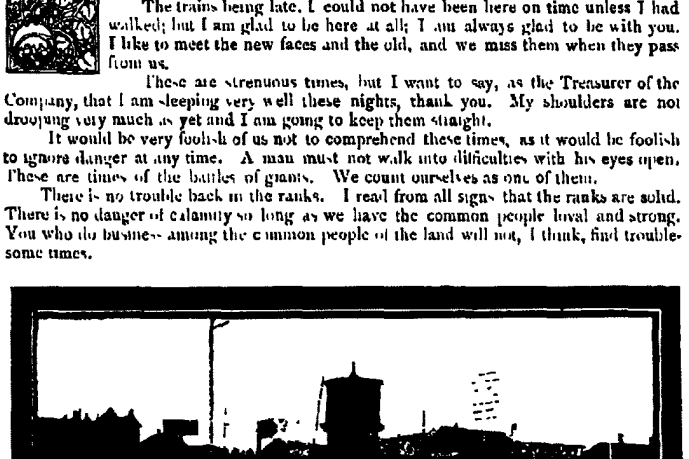
HEARTY welcome was accorded Mr. Fenn as he responded to the General Manager's request to speak a few words of welcome to the members of the Convention. He said:

The trains being late, I could not have been here on time unless I had walked; but I am glad to be here at all; I am always glad to be with you. I like to meet the new faces and the old, and we miss them when they pass from us.

These are strenuous times, but I want to say, as the Treasurer of the Company, that I am sleeping very well these nights, thank you. My shoulders are not drooping very much as yet and I am going to keep them straight.

It would be very foolish of us not to comprehend these times, as it would be foolish to ignore danger at any time. A man must not walk into difficulties with his eyes open. These are times of the battles of giants. We count ourselves as one of them.

There is no trouble back in the ranks. I read from all signs that the ranks are solid. There is no danger of calamity so long as we have the common people loyal and strong. You who do business among the common people of the land will not, I think, find troublesome times.



Representatives Leaving Special Train at Kensington for Convention Hall

Fate, someone has said, is a handicap. Naturally all of us look forward to easy times and some of us wonder why they do not come, when we can lie back a little and live on what we have earned. I have even heard our good General Manager say that he hoped ere long to get into that condition where he would not have to work so hard. I do not know whether he ever will. I am afraid that with the great love he has for his work he cannot drop it. We do not want easy times—we do not look for them. I doubt if we would ever have been as great as we are if times had been easy and if you fellows had not found difficulties and conquered them. I was reading only this morning how Mr. Edison spent 18 hours a day for 18 months perfecting an apparatus to sound perfectly the letter "s" in "specia". He conquered it. There is not only the secret of great ambition but of ability as well. We cannot all conquer always. Some of us deserve as much credit for not conquering as others do who succeed.

I am very happy to be with you this morning and to say these few words. I hope the folks are well at home—the wives and the babies and all the families. We are together here after all our hard work, and after all is it not mostly for them that we work? The man who works hard simply for himself is rather selfish, I am afraid. There is a stimulous, I'll "there, in working for the wives and the homes that are and are to be."

This is the secret of our work as a family of The Sherwin-Williams Co. We want to look into your faces not simply as men, but for what you represent. We hope that those

we have left behind, some of them working as hard as yo
rejoice in your success in the future as they have in the pa

Mr. Cottingham then called on Mr. F. F. My
ern District. As host and Chairman of Committ
Myers gave the following welcome:

Most of you gentlemen know that I am not much goo
But I want you to feel that my heart is all right. It gives
each one of you an behalf of the Western District a hear

The duties of the Reception Committee are hard a
men for helping us out. While the main object of the con
that there shall be nothing missing that will provide for yo

We have not tried to win the weather man because ha
the past two weeks we thought best to let well enough alo

Mr. L. B. Quinn, Special Manufacturers' Sal
tive in Chicago, was Chairman of the Reception
of that Committee took this opportunity to thank
received a very hearty welcome when he made t

Gentlemen:—The Reception Committee certainly tha
Myers' remarks, which we take as a demonstration of appr
it slightly. We know that the rooming accommodations
and we certainly appreciate the suppression of any critical

One thing has been impressed upon the Reception
Sherwin-Williams Co. is getting too large for one hotel.
today is something that it has never been known to be
crowded to the roof.

We want to thank you gentlemen for the amiable way
condition from which you are suffering, a condition which
the existing close harmony among you.

I thank you.

Awarding the Top-Notche

The Top-Notcher Trophy, which had been
cession by the Southwestern Division, was awa
which came out first in the contest this year. W
to it Mr. Joyce made the following remarks:

As the manager of the Southwestern organization
managers, representatives and all other members of my
convention we find ourselves in a very peculiar position
and new to us. We are about to undergo a sort of surgic

In this crisis we find some comfort in remembering th
who found himself in a somewhat embarrassing position.
bureau and after having made a contract with Mr. Ma
lecturer, to give a series of lectures in the United States a
O'Rell had already made three successful tours over this t
worried about the financial success of his venture. But f
Mr. O'Rell sailed he was obliged to undergo an operat
manager was instantly awake to his opportunity and adve
breadth of the land "The first American appearance of M
lecturer, without his vermiform appendix." Large profit

This is the first appearance of the Southwestern orga
trophy in its possession. We are going to advertise its
breadth of the great Southwest and our loyal friend
winning it back.

While we did not win the trophy this year there is an
selfish disposition of the members of the Southwestern
that the Latin inscription on the trophy reads as follows:

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Lumen," which being interpreted means "Onward, Onward, Always Towards the Light."

I knew the Southwestern representatives have been carrying out the spirit of these words for the last three years, and reached the zenith. From the top-notch the outlook was so wide and the view so entrancing that we decided we wanted some other good division to take a look. In order that the proper one would be selected—the members of which would show the proper amount of appreciation—we put up a good, stiff race, and I want to compliment you, Mr. Levenhagen, and your representatives on the fact that you have shown you are properly qualified and duly prepared for the good things coming to your division.



Top Notcher Trophy Won by the Central Distr.ct

In passing to the Central Division the top-notcher trophy the members of the Southwestern organization desire to congratulate every member of the winning division on your splendid success in winning this grand prize. Having won the trophy three times in succession we realize just how difficult it is to achieve success in this direction. I feel sure that you will admit, Mr. Levenhagen, that you and your men have been in a race and I want to say that we take pardonable pride in your personal success, for while you were a member of our organization Kansas City had a share at least in your training. We welcome you to leave in your care this our top-notcher notch and trophy, but as a kindness to us we ask you to take love it and already we are planning to bring it back next year to its happy home in the Southwest. We will appreciate it if your division will put up a good, strenuous race during the ensuing year, for we want you to know that you have been in the running and thus show that you realize the value of the prize.

In response to Mr. Joyce's talk, accepting the trophy on behalf of the Central Division, Mr. Levenhagen said:

Mr. Cottingham, Mr. Joyce and fellow workmen: In accepting the top-notcher trophy on behalf of the Central Division, we must first acknowledge the grand race put up by the Southwestern Division. We see in the Southwest some of the best men in the S-W. organization working under a splendid leader. Mr Joyce's first connection with the Company was as a salesman in the ranks, on merit he was advanced to a C. & M. man and later came back to Cleveland and took charge of the Large City Sales Department. I his position he held for a short time, when he was appointed to Manager of the Southwestern Division, and I am sure that it was by his constant enthusiasm and ability as a leader that they have landed the trophy for three successive years.

My connection with the Southwestern Division makes me feel that in accepting this trophy I am cutting off a limb from an old tree. It was by the hardest kind of work that the older boys in the Southwestern Division and Mr Myers, now Manager at Chicago, landed the trophy for the Southwestern the first time it was presented. I was proud to be a member of such organization at that time.

Speaking for the Central Division I can say this, no man alone can land this trophy; the salesmen cannot land it alone; no manager can land it alone. It is combined co-operation of both that leads to success, and I am mighty proud of every man

that we have in Central Division. Their averages all al
they have done excellent work; they have co-operated no
but in the matter of expenses, they have been very thorou
have gone out and cleaned up their territories, never over
the varnish end of the business and worked hard on new
feated the Southwestern Division by 10 points, a review
many did phenomenal work.

In our office organization we have a man which we
cashier, Mr. Nelson, is not with us this morning, but he
workers in this whole organization, and I feel that it is
and loyal co-operation that I was able to give the men
trophy. In our Promoting Department we have another
Mr. DuCummon. He came with us as a salesman and
Manager of the Promoting Department. He has been in
has been successful, I think, in winning the prize, and t
in active work with the salesmen.

We are all proud of what we have done, Mr. Joyce,
to hold the trophy for another year, but if you beat us we
fully as you have surrendered it.

Rewarding the Top-N



GREAT interest was manifested in the a
agers and representatives. There w
contest for the whole company with it
the Varnish Competition; third, hun
representatives who made their estim

Mr. Cottingham in making the
always a matter of regret that all cou
in some cases the record of the winner and tho
places only differed by a very few points. The
to show the appreciation of those men who mad
and is an additional incentive to all to use their b
selves better representatives and the company m
ritories.

The enthusiasm with which the winners wer
to the front to receive their awards bespeaks the
enter into these contests. Following are the na
representatives who were awarded prizes in acco
the contests:

Top-Notcher Competi

Top-Notcher District Manager.
Top-Notcher Manager, President, R. W.
Top-Notcher Salesman,
Vice President, W. W. Haynes,
Top-Notcher Superintendent,
Second Vice President, E. W. Lutes, Supt. Clev
Top-Notcher Promoting Department Manager,
Secretary, L. M. DuCu
Top-Notcher Cashier,
Treasurer, R. B. Wallace, Los
Top-Notcher Railway Representative,
E. M. Richardson, Manager
Top-Notcher Manufactures Sales Department,
F. E. Drew, Central

Following are the names of the winners in

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The standing of the contestants in this race can be followed during the year through THE CHAMELEON, the particulars being reported therein each quarter. The constant changing of those in first, second and third place from quarter to quarter affords not a little excitement, especially toward the close of the fiscal year.

Central,
1. I. M. Benedict, T. N.—2
2. F. A. Douglas,
3. H. H. Parr.

Western,
1. P. L. Munger, T. N.—2
2. R. Cluxton,
3. D. G. Graig, T. N.—2

Southwestern,
1. W. W. Haynes,
2. J. J. Twaddell,
3. G. E. Cannon, T. N.—2

Eastern,
1. F. D. Spencer, T. N.—2
2. A. D. Collins,
3. A. Larkins.

New England,
1. A. J. Horton, T. N.—3
2. R. F. Ketchum, T. N —2

Central Pacific,
1. W. A. Latham,
2. C. E. Felch, T. N.—2

Southern Parific,
1. G. E. Wise, T. N.—3
2. G. W. Burrill, T. N.—2

Canadian,
1. J. E. Auger, T. N.—3
2. J. W. Benson,
3. W. S. Fallis, T N.—2

This is the first year of the Special Varnish Competition. The men who were successful in this competion were rewarded by checks for varying values for first, second and third place in each division. The following are the names of the winners:

Central,
1. H. H. Parr, T. N.
2. J. I. Gill,
3. H. C. Jacobus.

Middle West,
1. D. G. Craig, T. N.—2
2. H. J. Moreland,
3. W. M. Roberts.

Southwestern,
1. W. W. Haynes, T. N
2 W. R. Ashbrook,
3. A. Brown

Eastern,
1. W. H. Jarden, Jr., T. N.—2
2. W. H. Price,
3. E. S. Wallace, T. N.

Canadian,
1. J. E. Auger, T. N.—3
2. J. W. Benson, T. N.
3. B. D. Ross.

New England,
1. R. F. Ketchum, T. N.—2
2. A. J. Horton, T. N.—3

Central Pacific,
1. W. A. Latham, T. N.
2. C. E. Felch, T. N.—2

Southern Pacific,
1. G. W. Burrill, T. N.—2

Representatives Who Reached Their Estimates.

Central,
I. M. Benedict, T. N.—2
D. E. Fisher, T. N.
H. P. Torrance, T. N.
S. H. Robinson, T. N.

Central,
H. H. Parr, T. N.
J. L. Pendery,
H. C. Jacobus,
J. I. Gill,

Central—Continued.
B. L. Reynolds,
C. H. Collister,
F. A. Levenhagen,
W. D. Moore,
F. A. Douglas,
H. C. Ware,
N. E. Hills, T. N.—3

Western,
E. C. Sullivan,
C. S. Wheeler,
R. Cluxton, T. N.
S. H. Stewart,
P. H. O'Neil.
D. G. Craig, T. N.—2
J. W. Ward.
O Mannerud,
J. P. Coleman, T. N.
A. W. Ballard,
C. T. Haigh, T. N.
C. F. Bennet,
J. W. Anderson, T. N.—2
F. K. Gray,
V. P. Bennett,
W. H. Kane, T. N.—3
F. P. Bush,
P. L. Munger, T. N —2
H J. Moreland,
C. Mueller.

Southwestern,
W W. Haynes, T. N.
J. J. Twaddell, T. N.
B. L. Haynes,
H. P. Reeds,
E. S. Donnelly, T. N —2
S. S. Burris,
W. R. Ashbrook,
G. E. Cannon, T. N. - 2
A. Brown,
J. N. Riviere,
F. B. Gable. T. N.

Eastern,
G. A. Dorwart,
H. T Sheldon, T. N
G. Spettigue,
E. S. Wallace, T. N.
M. B. Millspaugh, T. N
F. D. Spencer, T. N.—2
A. Larkins,
C. P. Jarden, T. N.

NOTE—A number of Top-Notcher Representati
distinction two, and in some cases three times, as the
their name designates.

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To Celebrate Central's Victory.

TO celebrate the momentous occasion of capturing the Top-Notcher Trophy by Central Division, Mr. R. W. Levenhagen gave a banquet to his representatives on Wednesday evening of Convention week. A private dining room at Chicago Beach Hotel was engaged and as a few outside friends were invited, covers were laid for about 60 guests. The diners were unanimous in pronouncing the table the handsomest they had seen in the way of floral decorations and that the viands would grace the table of a king.

After dinner, when cigars were lighted, congratulatory speeches were indulged in as the nature of the occasion suggested and determination was expressed to retain the Trophy against all comers next year.

Mr. Levenhagen was the recipient of many congratulations and responded in his characteristically happy manner.

Address by Mr. J. C. Beardslee.

MONDAY AFTERNOON.

OPENING the afternoon session, Mr. Beardslee addressed the Convention on "The Fundamental Principles Governing the Right Use of Paint." His talk contained so much information of value to the representatives that we have printed it here practically in its entirety:

I cannot begin except by saying to you something of my pleasure of being here today. For it is a pleasure to meet those old and tried friends toward whom the heart is warm but whom unfortunately we seldom meet except at these gatherings. It is also a pleasure to meet the newer ones and note their growth toward our standards, and see them ripen into better paint and better business men.

There are few things in business that I have prized as the belief that I have the esteem of the outside staff Believe me, I have striven to deserve it, and want to deserve it. So does everyone connected with the manufacturing department.

I had the pleasure of speaking to you last year on the fundamental principles underlying the designing and manufacture of paint. In that talk I confined myself to S.W.P. and tried to give you the basis on which that article is designed and made.

I have been asked today in opening the business session of this Twenty-seventh Convention to say a few words on the uses of paint. I cannot hope to say anything new on this subject—but hope by careful arrangement and proper emphasis to at least interest the older ones as well as instruct the newer ones.

The use of paint is poorly understood even by those who are superficially familiar with paint and painting.

Paint is used for one of two purposes -to protect or to beautify—necessity and art. These two requirements are not to be considered together but separately. Where one is important the other hardly needs consideration The strictly protective paints present few difficult problems, merely requiring that a certain few fundamental principles be observed. These are: a medium which shall cling to and protect the surface and a suitable inert material which can be used for giving the film consistency and to increase its resistance. The common or old method was to lay special stress on the pigment part—but we know now that within certain limits its character is not important so long as it is chemically inert to oil and the surface to which it is applied.

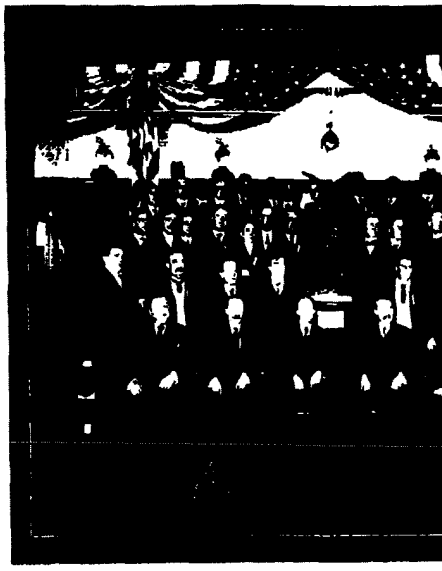
These requirements are important because to disregard them means wasting away of the oil film. Oil when applied alone dries with a tough, elastic but very thin film—its nature is also such as to make it subject to abrasion. The pigment should help out these weak spots. Thickening the oil with pigment increases the thickness of the coat many times and also makes it dry harder. If the pigment has no chemical action on

the oil it will be free to show the greatest possible resistanc
resist can also be increased by first aging the oil unti
moisture has settled out of it—and second by treating it s
compounds which are subject to disentegration and deca
sufficient drying qualities for this use and obviates the ne
The proportions should be such as will thicken the oil so
few cases so called protective paints are used where a
These paints should really be considered as belonging
question of color has been given precedence. I have
paints presenting an easy problem. This statement is
distinction to the paints of the other class.

The difficulty is not with the general proposition but
paints for protective purposes have been recommended a
varying qualities. Many may have merit, but one of the
does not size up to the fundamental requirements in that
to the oil used as a medium and to the metal to which it
pigments as are active, we find a large line that do mee
mainly carbons in some of its forms, although some of
be used with them. The prime requisite in this class of
determination of this medium chemistry fails us and n
clusive except that of actual wear under service condition

The use of protective paints is simple and that is for
under bad conditions by indifferent workmen. The tr
are due to painting over a rusty surface which has not
the application of field coats in freezing weather. The f
tective value, the other mainly with the appearance.

From the use of paints for beautifying comes all
Demands in this direction have brought the business int



Central Division Staff that Won t

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tremendous development. These demands have opened the field for the use of colors and called for effects previously unknown. A long list of colors and coloring materials has been brought into use—in addition the frequent repainting which is common today has come from this demand. A wide variety of colors and frequent repainting, that is the situation in a nutshell, so far as it relates to house painting.

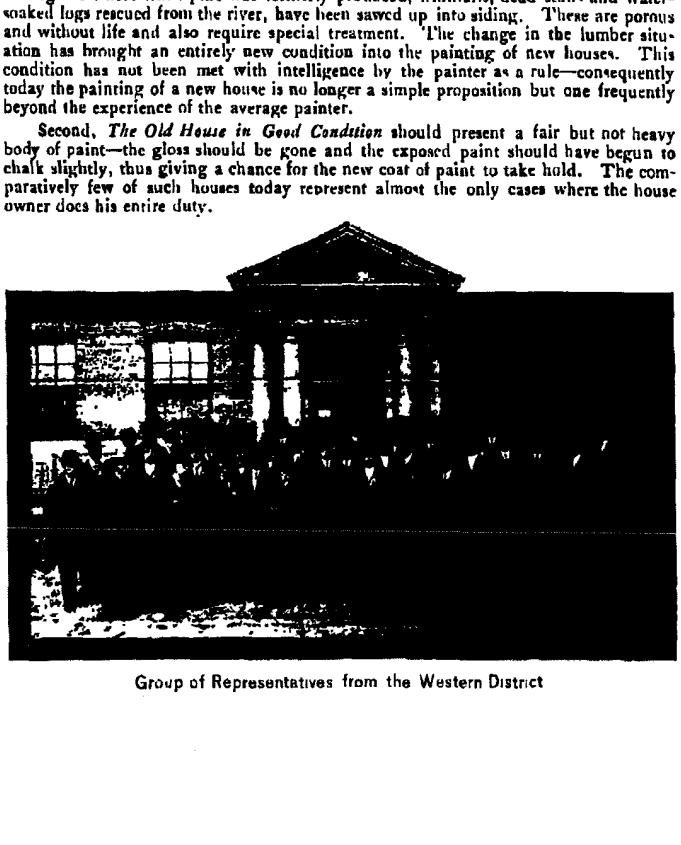
The fundamentals of paint application include: first, the surface to be painted; second, the preparatory coats; third, the finishing coats; fourth, the workman; and fifth, the climatic conditions which may influence either the application or the wearing.

To take these up in logical order I will follow the order used: Firstly, the surface to be painted. We find at the outset a wide variation in the conditions presented. These can be divided into six classes: First, the new house; second, the old house in good condition; third, the old house which is hard; fourth, the porous or weather beaten house; fifth the house which is cracked or blistered; sixth, the house on which the old paint is still soft.

To take these up individually we have *The New House.*

The requirements here are a smooth, dry surface of well seasoned lumber. Owing to the growing shortage of clear white pine for siding, many unsuitable substitutes are frequently used. In many parts of the country hard woods like cypress, spruce and hard pine are largely used. These can be painted but not by the old methods. They are so hard that a full oil paint lays too much on the surface and does not penetrate as it should. Bass wood, white wood and other very porous and absorbtive woods are also used and these require more oil than is usually given. In many places and particularly the regions where white pine was formerly produced, windfalls, dead stubs and water-soaked logs rescued from the river, have been sawed up into siding. These are porous and without life and also require special treatment. The change in the lumber situation has brought an entirely new condition into the painting of new houses. This condition has not been met with intelligence by the painter as a rule—consequently today the painting of a new house is no longer a simple proposition but one frequently beyond the experience of the average painter.

Second, *The Old House in Good Condition* should present a fair but not heavy body of paint—the gloss should be gone and the exposed paint should have begun to chalk slightly, thus giving a chance for the new coat of paint to take hold. The comparatively few of such houses today represent almost the only cases where the house owner does his entire duty.



Group of Representatives from the Western District

Third, *The Old House Which is Hard* is caused by
soon, before the former coat of paint has begun to wear or
lived. The many cheap emulsion paints give rise to this
hold a very hard surface for a long time and then go to
perishing gradually. This is about the worst type of ho
deal with. Careless or unintelligent work will surely brin

Fourth, *The Porous or Weather-beaten House* has
should without painting. The film has wasted and the bi
original paint is all gone. Proper treatment can usuall
houses. They need first, lots of oil and they seldom get
also call for particular treatment.

Fifth, *The House Which is Cracked or Scaled*, cause
paint or application, needs to be scraped and burned to
followed with special treatment. The extra cost usually
really needed being done—so the cracks perpetuate themse
up bringing the new paint with them.

Sixth, *The House on Which the Paint is Still Soft*,
improperly made paint or a dark oxide or green, which
hard. A light color based on lead and zinc—hard drying
over such surfaces without danger of cracking. Yet owi
repainting and the change of styles it is done without a
year. I believe that not 20′′ of the houses on which
present even a fair quality of surface and that in the large
is far from ideal. In quite a large number of cases it is un

SECONDLY: We will, having considered the surface
tory coat. I purposely avoid the word "Primer." It
convey the importance of this operation. This part of the
cheap material by poor workmen and without any con
finished job. Fatty odds and ends which have accumulat
up and applied—adulterated linseed or cheap oil are freely
be expected? Let us understand before going further th
coat. It must penetrate any coating now on the surfa
through into the wood—binding all tightly together. I
and toothy enough for the finishing coats to cling to and
tration to tie the preparatory and finishing coats together
should form a homogenious film tightly bound on one
coats. The binding of the paint to the surface is all don
it is not done when that is applied it never will be do
finished job fails.

To take up the subject more in detail, let us consider
the surface. These would be:

First, *The New House*. What we want is to fill th
to its surface a thin layer of pigment. This only for co
to roughen the surface so that the finishing coats will
owing to its character this result almost took care of itse
previously named, as bass wood, white wood, cotton wo
pine, are used the quantity of oil must be increased. L
but that porous surface must be filled. If it is not, but
ing coats will be robbed and left with unsufficient binder
and consequent scaling which can only take place when
hold the film together. When we find the hard woods m
hard pine—the problem is to get any absorption at al
close grained and some of them are so resinous that they
secure a suitable preparatory coat some way must be fou
the wood and so secure a bond. This can be done in two

First, use about 25% to 50% of turpentine in the t
making the paint as thin as when all oil is used

Second, brush the coat out thoroughly. Plenty of
work is needed to promote penetration. It is too often th
that the preparatory coat is merely flowed on. This mig

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swer in the case of highly absorptive woods but is not sufficient with the type we are now considering. The important thing in any paint application is to have each coat well anchored to the under surface. If any coat is not so anchored it is bound to break loose under the expansion and contraction caused by exposure. It would naturally be the worst on the sides where the temperature variation was the greatest. This takes no account of the wood which contains too much resin. There is no way to prevent this frying out through the paint where the sun hits it. Resinous woods are sometimes treated by going over the surface rapidly with a paint burner and scraping off all of the resin, not only eliminating a source of future trouble but making the wood more open and consequently gives better penetration and more binding power.

Second, *The Old House in Good Condition*. As I have already indicated the ideal condition is rarely presented. When it is the situation it is much like a new house built of clear white pine. The preparatory coat thinned with a little oil and a reasonable amount of care in the application is all that is needed. The job can hardly fail to satisfy.

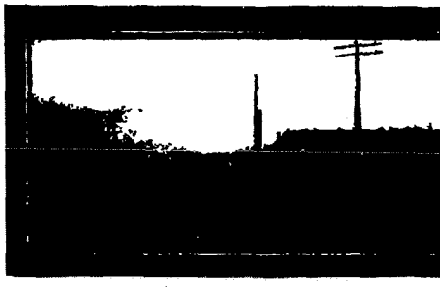
Third, *The Old House Which is Hard*. Very many houses to which paint is applied today fall into this class. We are always told after the painting is done that the surface was in good condition. It was in the sense that the house looked well, but nevertheless it was one of the most difficult surfaces to paint well. Although both are bad the hard glossy film presented by a cheap paint containing a large amount of zinc is much more difficult to paint than a good paint repainted too soon. In the latter there is some chance for penetration if well applied. The same method as for hard woods should by used—a liberal allowance of turpentine in a well thinned paint and plenty of good, honest brush work. This plan will give as good results as can be expected. The other type, and there are many of them, particularly through the south and west, are the toughest propositions we have. It is hard to know what to recommend. If some way could be found to break the glossy surface it would be very desirable. Going over it with coarse sandpaper to open it up a little, and then applying the paint as indicated above, only using more turpentine and more brush work would be the most promising methods. In painting this type of surface we find that the present method of giving only two coats the greatest handicap. The result is that almost never is the preparatory coat applied thin enough. The high price of turpentine militates against its proper use, and the latter day painter uses neither the proper brushes or the needed elbow-grease. A decided factor which may be mentioned here is, in cities, the smoke which usually settles on the houses. The deposit is of a greasy character and repells penetration and stops absorption. While generally more or less present its evil effects are most noticeable on houses of the type under consideration, the reason being that surfaces not wasting or wearing away the deposit stays and increases until at the time of painting it has become a factor to be reckoned with. Sad it is for the paint that account is seldom taken of it.

Fourth, *The Porous or Weather-beaten House* presents many of the characteristics of the too soft wood on a new house. There is the same porous, spongy surface needing oil—lots of it. The preparatory coat of paint should be used as thin as possible. Thinner really than we would dare recommend. There is one important difference—a point I believe which is generally overlooked. The oil in the original paint is practically gone. Linseed oil when used as a paint binding medium has a limit to its life. It may have just strength enough to hold the old coating on to the surface but not enough strength to stand the strain of additional coats. The preparatory coat for this type of house must not only bind itself to the layer of old paint but must go through it and penetrate and bind to the wood. The binding power of the old paint is used up and must be fully replaced to secure results. If a house of this type could be scraped to take off all of the loose powder and leave as thin a coating of the old pigment as possible it would be better. Then thoroughly brush in a very oily preparatory coat—oil and brush work, that's all. When a too heavy preparatory coat is flowed on—and that is what is usually done—the oil merely penetrates the old paint, tying firmly to that, but getting no grip on the wood. Expansion brings the whole thing off down to the wood. This is very often seen. A little more oil—so that after furnishing new binder for the old pigment some could have gone through into the wood, and a little hard brushing in and all would have been well.

Fifth, *The House Which is Cracked or Scaled*. There is no way to insure good results on houses of this type except by burning off th
resorted, too, but that cannot be considered a certain me
less workmanship. When a paint film once cracks th
constantly increase in width and depth and putting a
stop it. Scaling is cracking gone a little farther. This
from some faulty previous condition or material. The p
so hard as to make painting dangerous unless great ca
paint is removed the same method should be employed
film—a thin coat containing a high percentage of turpe
tioned here that no other solvent can possibly be as goo
on these difficult jobs as turpentine. Benzine is too vo
makes it dry flatter but it does not give the penetration
cases thinner or solvent is used for two purposes: First,
dry flatter, and second, to promote penetration. The fir
solutely necessary. The various turpentine substitutes
picion. Any turpentine they may contain is all right,
heavy petroleum which has no penetrating qualities at al

Sixth, *The House on Which the Paint is Still Soft*. T
perhaps the most certain to give unsatisfactory results.
dry properly—and in the best lines there is frequently tr
ing strong reds, black, green, etc.—it is indeed a diffi
colors that will be safe to repaint. This is one kind of
even a general idea of how to proceed. If the paint is
must not be repainted with a light color. The same l
applied safely—otherwise nothing but entire removal by
where the surface is not so bad, painting might possil
coat with boiled oil to bring it more to the character of
sible that boiled oil so used has saved the results on
with one of these dark colors on it has become thorou
class two, as an excellent surface may be presented. Th
been painted a number of years. The preliminary
having become dry, we come next to the

Third element—*The Finishing Coats*. If the pr
done this is comparatively simple. The only variatio
varied work on the preliminary coats is between those co
of turpentine and those that are nearly all oil. The firs
than the second. The same difference must be maintai
the work where much turpentine has been used, turpenti
the second coat slightly, while over the full oil coati
should be used. This should give substantially the
which to apply the finishing coat, which is full heavy as
reduced. Where there is only one finishing coat the se
repainting work cannot be done with one finishing coat.



Long Line of Representatives Going to

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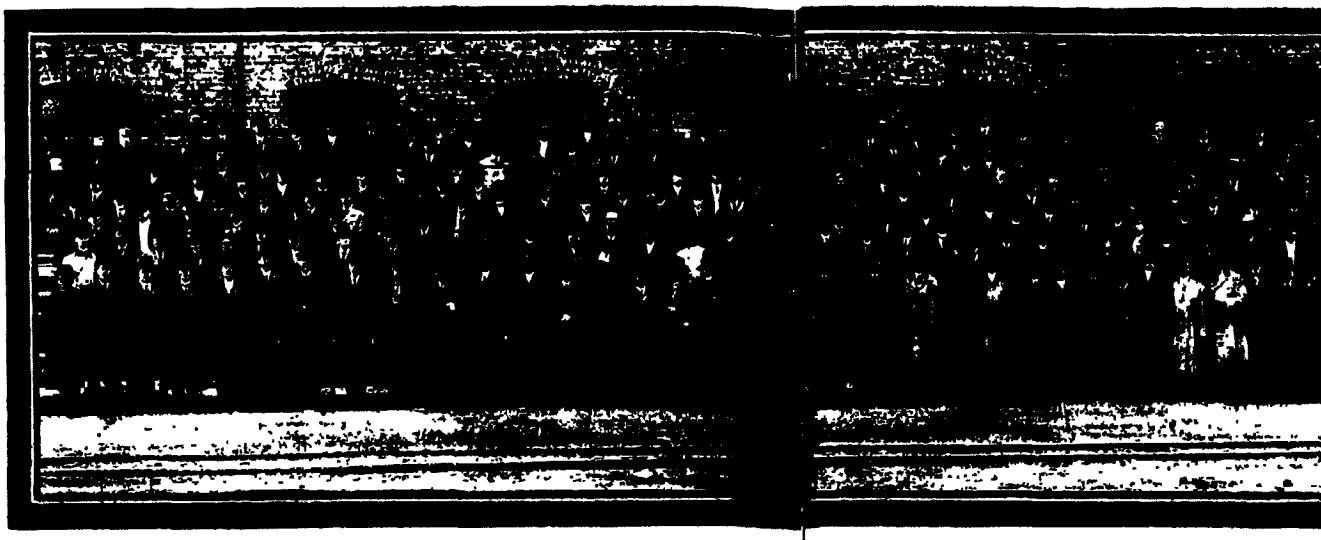

Managers and Representatives of The Sherwin-Williams Co Taken in Front of General Office Building, Chicago Factory.

cover up leads to the use of the preliminary coat too heavy and too much flowing on, without the needed brush work. Thin coats of paint well brushed out produce the best looking and best wearing jobs. Heavy coats flowed on are always dangerous.

The fourth element in good painting is—*The Workman.*

Here decidedly is one element that we cannot control or guarantee. To be a good painter today means more than ever before. The burden of responsibility that he must carry is more than ever. You will readily realize that there are many houses which can hardly be classed, they fall between, they are extreme or mild cases in each class. This makes a need on the part of the workman of a clear understanding of the principles involved and the intelligence needed to properly apply them. He must recognize the cases which require extreme or modified treatment. If scraping or burning are required he should say so, and ask a price which will enable him to do good work. He should not be too ready to try cheap makeshifts and substitutes until he can satisfy himself of their quality. He should use good tools and not be afraid to use elbow-grease in spreading the paint Verily I say unto you it is harder to find a good painter than good paint, although one is quite as important as the other. Perhaps we can get in the near future a *Pure Painter Law.*

The fifth element is—*Weather Conditions*, which may influence either the application or the wearing.

In the application of paint the weather is usually not given the consideration it deserves. Many users do not realize the evil work that water can do in the wrong place. Paint is applied every day over surfaces too wet to paint properly. How many users would think to add more turpentine to paint that *has* to be applied over dampness. How many would add more oil to paint being applied to a hot sun-dried or a porous kiln-dried surface? and yet both would be needed. Could one expect to do good work between five and seven o'clock, morning and night, and yet many men paint their own houses before and after their day's work. Carelessness or ignorance about such things are general. Disregard of simple precautions regarding water causes many bad jobs of painting every year. It is probable that the cases where there comes an epidemic in a certain locality are due to the weather. It does not seem necessary to speak at great length on this point, nor to take up much tim climates on the wear of paint. This is one of the t signing a paint for general use, general average c assumed—and these are sufficiently near in this cou ditions are sufficiently different to make a decided dif necessary the taking those conditions into considera country (and I include Canada) are of degree rather need special consideration.

So far consideration has been given solely to the This really is putting the cart before the horse, as a subject would have been to take up the general pri plication later. I had, however, a definite purpose in that your own experience with house painting was bro many of the special uses where paint is required. paint use with which you were best acquainted. I ho sideration of the less common and more obscure use ciples underlay all paint application. The most kinds of paint the finished film must form a homogen cessive coats must follow on the original surface in sequence requires that succeeding coats should be of ones they go over, differing from them in degree bu not be long jumps The only allowable long jump a flat porous surface The absorption in this case together, and the binding so secured is one of the tea

All surfaces fall naturally in two classes, already like ordinary wood—and the hard and non-absorptiv paint and varnish, glass, etc These are to be treat been indicated. An oily coat for the soft, a harder surface. In a hard, non-absorptive surface the prelim and dry hard A more oily coat will lay on top and

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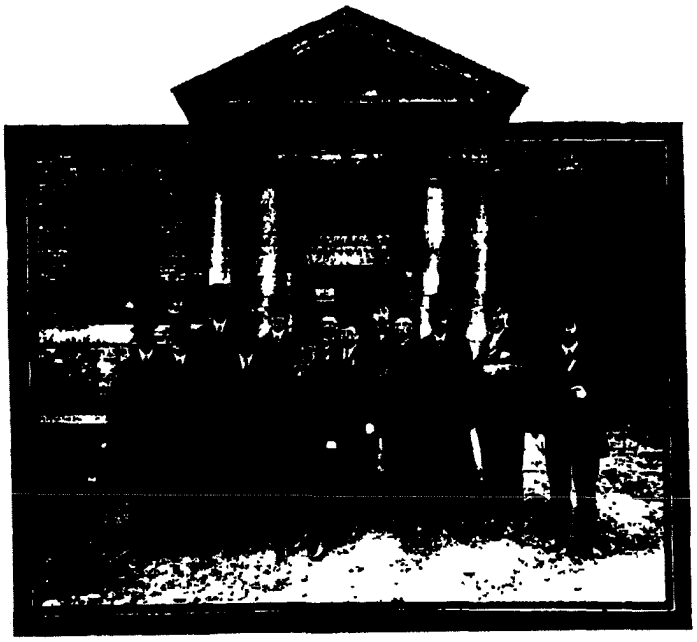
much longer to dry. Quite a difference is made in the drying of all oil paint by the absorption. You would be surprised to find the apparent difference in drying of S W. P. Primer if applied on such a surface as glass. In all house painting the intermediate coat is more elastic than the first one Where Q. D. Colors are used the succession of coats go the other way, each coat becoming flatter and less elastic until the dead flat Q. D. coat is reached. Note also that in building up a surface to a flat result requires more coats than when working in oil paints. This is because there is a greater change brought about in the character of the coating, and this consequently requires more coats. Then, too, wholly or partially flattened coats require more time. This character of coating must be thoroughly hard before the next coat is applied. The oily coats need only to be dried up to a certain point The finishing coats on nearly all work are more or less elastic in character and designed to wear and protect the surface and the under coats Where this finishing coat is varnish or varnish paint applied over the brought up flat surface described, it penetrates into the built up surface, binding and tying the whole together. The reason why the use of rubbing varnish has been so generally abandoned is that drying so hard, it presented a discordant note in the coat progression and did not wear as well as when an elastic finishing varnish was used on top of the color

The points then are nine in number:

Preliminary Coats. 1st –Must bind to surface; 2nd—Must be as elastic as the character of the surface will permit; 3rd—Must completely fill the surface if porous; 4th—must dry down close—if there is no absorption oil should be cut down and turpentine substituted.

Intermediate Coats: 5th—Must be of same general character as preliminary coats;



Group of New Eng and Representat ves

6th—Change in character must be built up by easy stag
the greater the number of coats that must be used, 8th-
ing—sufficient binder must be provided.

Finishing Coat: 9th—The most elastic of all m
tion less elastic than itself.

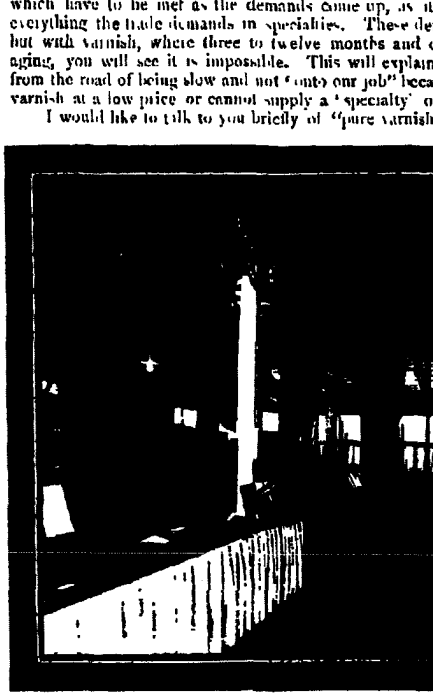
Address by Mr. M. L

R. M L. Sims. General Superintend
ment, gave a talk on "The Fundam
the Right Use of Varnish." This i
by the speaker in a manner to give
most confidence in our varnish proc

The average buyer considers that varn
and shines. He gives scant attention to yo
your line is improved the price is necessarily increased.
to making and storing varnish requires a great outlay
together of the necessary raw materials is a matter re
The very best way to combat this mistaken idea is to
them convincingly.

Each year demands are made upon those in the
which have to be met as the demands come up, as it
everything the trade demands in specialties. These de
but with varnish, where three to twelve months and
aging, you will see it is impossible. This will explain
from the road of being slow and not "onto our job" beca
varnish at a low price or cannot supply a "specialty" o

I would like to talk to you briefly of "pure varnish



Another V.ew of Exh bit

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better guiding star than our own "Kopal, which should particularly appeal to those who value purity. Kopal is made from hard brown Kauri gum, pure aged linseed oil, pure spirits turpentine and the proper drying oxides. During the entire process of making, tests are made to detect any deviation from our standard. We have storage capacity for more than a million gallons of varnish while it is aging. How should this quality influence you while on the road? The knowledge you have that our varnish is unexcelled should give you confidence to meet and overcome competition. Grade for grade, our varnish is always as good and generally superior to any other make.

The misuse of varnish is a very vital subject to both the selling and the manufacturing staffs of this Company. There is nothing I know of so subject to misuse as high grade varnish. I firmly believe that nine tenths of the complaints on varnish are due more to ignorance than to any fault of the goods. I always look for some cause other than a defect in the goods. We court honest criticism of our goods and do not seek to deceive ourselves in regard to them, and appreciate that the consensus of opinion outside of our factory determines their consumption; but with the selling force that The S-W. Co. has—well posted on the little details that go in as fighting points—there is a large field and opportunity to win with the goods behind you. I cannot teach you how to sell goods—I can only deliver into your hands the goods which will back you up in selling every man you go after, that he may be as solid for S.W.P. as he is now for S.W.P.

Mr. Sims then gave a very educational dissertation on the "deviltries" of varnish, such as enameling, silking, pitting, blooming, perishing, etc., which was of great value to the representatives, making them familiar with these tendencies in varnish and how they are detected and overcome.

Mr. S. P. Fenn addressed the Convention for a few minutes on "Credits." Mr. Fenn makes a brief review of our policy and methods as pertains to accounts at each Convention. This year he gave a very able talk on the subject, explaining some of the weaknesses and how they may best be overcome. He also gave valuable pointers on the credit side of new accounts.

Address by Mr. A. E. Schafer.

MR. A. E. Schafer, General Sales Manager, conducted the Tuesday morning and afternoon sessions to the recess at four o'clock. He took up S.W.P. first in his subject, "Knowledge of the goods and their proper application". His welcome on taking the platform was an enthusiastic one. In his opening remarks he said:

Before going directly to my subject I want to briefly refer to a few things which I think will bear repeating every year, not for the benefit of the new men alone, but for all. It is this:

This Company, in accordance with its long time custom, has called you here in order that you may become better salesmen and thus of more value to the Company and yourselves. We realize that to keep this great concern fed and thriving the Sales Department must be held primarily responsible. No pains or expense have been spared to make this the best week of schooling in our business that we have ever provided, and we want everyone to listen attentively and think deeply and logically. We have reason to feel proud of the staff for what they have done. I feel deeply grateful to managers, salesmen, office, manufacturing and advertising departments alike for the splendid co-operation they have given.

In addition to the talks and papers you will hear at this convention you should make it a point to carefully read and digest the splendid information contained in the Salesmen's Handbook. It has been carefully prepared by the most able members of our organization. Do your business along the lines and policies given therein and you will be a better salesman and more fitted for advancement when the occasion presents itself. Always stand firm for the Company's policy, for there is nothing which we regard more seriously than a wilful breach of our policy or intentional misrepresentation. We would like to see

a greater number of men striving for advancement. Seve
such men. While some regarded our statement lightly,
the large number of appointments that have been made wi
end is not yet. So I say again, fit yourself for a highe
fuller knowledge of our business for your own and the Cor

We listened yesterday to splendid talks by Messrs. Be
mental principles which underlie the use of paint and varn
ply the principles enumerated. What our salesmen need
knowledge to serve them quickly and accurately when a pa
up to them. It is to supply this deficiency that we decid
vention—"*Practical Knowledge*"—*that you may* go out be
a real inside grasp of the paint and varnish proposition.

The speaker then referred in an exhaustive
principles underlying the use of finishes of all kir
oil gloss, full varnish gloss, eggshell gloss, and
illustrating each, explaining the action of the surf
were applied and showing why all the coats of a
character. Mr. Schafer gave some valuable
complaints, the necessity for knowing about the
when goods were applied, etc. The use and sa
out in connection with this discussion, and in his
the representatives where we should get a larger

In the afternoon floor finishes, painters' goo
were discussed in a similar manner.

Address and Demonstration by

MR. H. M. Ashby, Superintendent of the Dry
of the Dry Color Sales Department gave a
onstration of Dry Colors and Paris Green. Ma
preciated the splendid position we hold in th
equipment is the largest and most complete in
advantage with the splendid formulas of the
us in the front rank as makers of superior
demonstrated the method by which many colors
clear liquids prepared in the dry color laborato
table, producing reds, yellows, greens, etc. Th
colors to prospective trade and the talking poi
requirements of the wagon and implement trade,
manufacturers and other consumers were discuss
more practical knowledge and are better able to
meet competition.

The talk on Paris Green was especially in
able to convince every one of the superiority
were made to show the way S-W. Paris Green
pared with the best goods found in competition.
tests were read showing that our goods rank first
whole session was helpful and sure to be produc

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TUESDAY EVENING

IF you would see the laughable side of the Convention, attend the Smoker. The men laugh and smoke and sing with the same enthusiasm that is found in their work. The Program that is furnished for the evening's entertainment does not provide all the enjoyment. About the tables were groups of men who were happy in meeting socially others of the sales force. The happenings of the year and the results of their work were told between the numbers on the program.

The Smoker was held in the ball room of the hotel and no pains were spared by the management in fitting up the room which was appropriately decorated with flags and bunting and filled with tables and chairs. Pipes, smoking tobacco and cigars were provided; also cider and apples. The doors were thrown open at 8 o'clock and as soon as the crowd was seated the program was started on an improvised stage in one corner of the room. The following numbers were interspersed with Company songs which were sung with great spirit:

PART I.

Miss Dorothy Buscher—Singer.
Mr. Will Collins—Monologist.
Miss Rita Rich—Children's Songs.
Colored Quartette—"The Big Four"—Songs.

PART II.

Miss Agnes Reid—Impersonator and Singer.
Mr. Ralph Baker—Coon Songs and Impersonation.
Mr. J. F. Hommel—Story.
Miss Dorothy Buscher—Songs.
Mr. Will Collins—"Political Address."
Mr. C. E. Savery—Legerdemain.
Colored Quartette—"Down and Out."

The little paint man was present in working costume and announced the numbers. Mr. Baker (Ter. 12) made a great hit with his songs and impersonations of characteristic poses and sayings of members of the Convention. Mr. Hommel has won quite a reputation for his original story of "My Son Fritz." It sounded good at the smoker and he received great applause. Mr. C. E. Savery (Ter. 220) is quite a wizard and although he did not have paraphernalia he proceeded to mystify the audience with some very clever tricks. The coon quartette as "The Big Four" bore signs reading Madill, Eames, Albright and Richardson. Their likenesses to the original were noticeable but the quality of their productions did not compare so favorably. The hotel management served a splendid buffet luncheon. Everyone voted this the best smoker we have ever held.

Address by Mr. W. J. S

WEDNESDAY MORNING.

WEDNESDAY was devoted to Manufa topics. Mr. W. J. Sohlinger, Manage partment, occupied the platform pri discussed Carriage, A. I. P., and oth ties. In opening this session Mr. Sc

The year just passed has on the whole sales in the Manufacturers' Sales Departm over the preceding year, and while the consolidated rep terest in a number of lines the total gain is good. We ho to these lines during the coming year to effect an impro ufacturer has so large or thorough representation as w iness in a more general way. I often think that the tra that they cannot obtain with other manufacturers' ma desire to withdraw from the supplying of new goods wh not want to spend all our time and effort on the comple sented to us and neglect our old established lines.

I would say just a word about shipments. Conditi last year than ever before, although doubtless you can re have been increased with the aid of prompt shipment. please remember that it is neither the result of neglect o of the staff is doing his utmost to make our service ideal

Considerable difficulty has been experienced with Cleveland factory, where most of these goods were made orders—one, two and five gallon lots of special colors. small orders, because they often lead to large orders, l mind that the cost of a gallon of varnish paint, outside c the cost of a 15 gallon lot. Endeavor to sell in larger now being made in Newark and will be in Chicago sho needed to keep our added equipment busy.



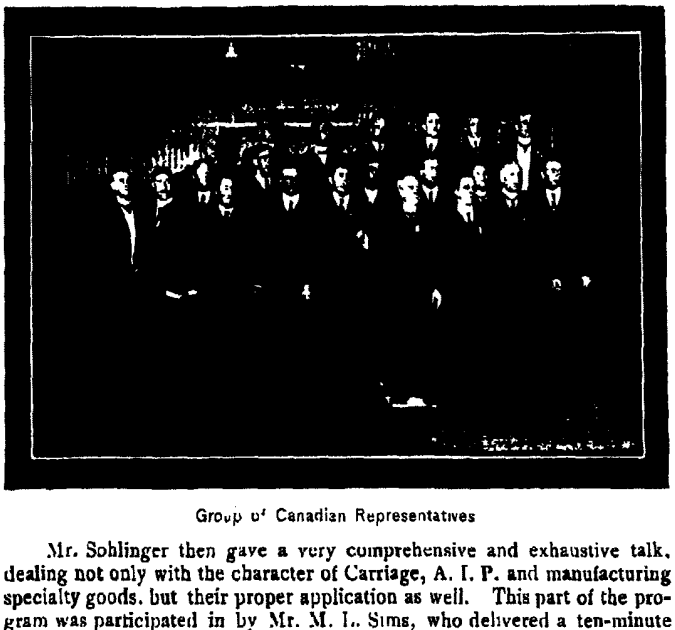
Group of Representatives and Managers of

0007-SWP-00013258

Do not let the fact that another manufacturer comes into the market with a specialty which they have taken years to perfect, discourage you.

The Sales and Manufacturing Departments usually get what they go after, and a situation of this sort is generally met and improved upon, and that with the least possible delay. Do not think that because one of your orders is held up that everything is wrong. Delays and errors are the exception, not the rule. Take the matter up with your manager—clean them off the slate.

The necessity of practical knowledge of Manufacturers Sales Dept. lines is more and more apparent as our business grows. To those who prefer Manufacturers Sales Dept. work I will say—make the most of your opportunities, for we have good positions in prospect in this department. Mr. Hasson and Mr. Wise, recently appointed Sales Managers, made exceptionally good records selling Manufacturers Sales Dept. lines and are thoroughly familiar with our products, and I am confident they will be able to strengthen our Manufacturers Sales Dept. representation in their districts. I trust both these men will have your hearty co-operation.



Group of Canadian Representatives

Mr. Sohlinger then gave a very comprehensive and exhaustive talk, dealing not only with the character of Carriage, A. I. P. and manufacturing specialty goods, but their proper application as well. This part of the program was participated in by Mr. M. L. Sims, who delivered a ten-minute talk on Black Japans, and Mr. Geo. Martin, Manager of the Auxiliary Department, who gave a short talk, expressing his great pleasure in meeting the representatives again and his present work, especially in connection with the manufacture of linseed oil. He explained how linseed oil must be sold, also something about our Litho Varnishes, which were under discussion when he came to the platform. Mr. W. B. Wise spoke briefly on the sale of S-W. Undercoatings in competition with lead and oil in the custom shops, and Mr. J. O. Hasson contributed valuable information on the sale of Color Varnishes.

Address by Mr. W. W. M

THURSDAY



HE varnish session on Thursday wa Mr. W. W. Mountain, Manager of t ment, spent the greater part of the Mr. Mountain is well posted on all p osition and we regret that space will remarks *in full*. He prefaced his rem

Five years ago when we were gettin Schafer, then Manager of the Manufacturers' Sales De work and disappointments incident to the opening u Sherwin-Williams Co. were proud of the Manufacturers ments. Since that time, under the management of Mr. Sc the Manufacturers' Sales Dept. has more than doubled it department comes the Varnish Department, which, troubles and disappointments, has grown away beyond th was so proud of five years ago. While we are youngest will not be the one behind in point of sales.

The increase of the Varnish Sales Department has the past year. What perhaps is more important, we reputation for completeness and quality of our lines an which now command a wholesome respect from compe winning on our merits.

Our varnish factory, under the supervision of Mr. Be of Mr. Sims, show a much higher efficiency than even on question can a paint house make varnish in competition We are a successful varnish concern, and recognized a ment is no longer a side show, but occupies one of the f covering the Trade Sales Department, the Manufacture way Department.

Extensive practical knowledge is necessary equipmen knowledge of how varnish is made, what it is made fro lying principles of the correct use of varnish, how the di *and under what conditions to produce the best results.*

You should also learn all you can about the proper sary to get the expected results for the coats of varnish; le each coat; the temperature and ventilation necessary to b in point of use between a rubbing and a finishing, exte Study your descriptive list. Each varnish will do exactly rectly used. This knowledge will enable you to select the best and increase your sales.

Mr. Mountain then dwelt upon the technical s as regards our standards of manufacture, marketi tects, our Varnish Specialties, Fillers, Surfacers, I indulged in an educational treatise of the S-W. every standpoint. In concluding he said:

The 41 years experience of the S-W. Co., in both the raw material from which our varnishes are made, our stations, our unexcelled organization and our great selling in making and selling a line of varnishes unequalled by a give every customer quality for his money that others cann

Mr. J. F. Hommell supplemented Mr. Mou short talk on our Master Painters' Varnish Line sition and also on our assortments for the dealers.

0007-SWP-00013258

Address by Mr. E. M. Williams.

MR. E. M. Williams, Manager Street Railway Sales Department, conducted a session on Railway, Street Railway and Marine Business. The time allotted Mr. Williams did not allow him to describe the goods made and used by these trades, but in as much as this business is secured in a different way from other lines he devoted his time to some description and illustration of Railway organization, multiplicity of officials, etc., which make necessary a distinct method of caring properly for this class of trade. He told of the people who must be seen and the way the business is to be had. He did, however, take time to explain, with the use of panels, the method of bringing a car body through from wood to finish with our materials. His address was supplemented by enthusiastic talks by Mr. W. B Albright, Manager Railway Sales Department, New York, and Mr. E. M. Richardson, Manager Marine Sales Department, Cleveland.

Session on Salesmanship

FRIDAY MORNING.

Mr. W. H. Cottingham's talk on "The Essential Requirements of Successful Salesmanship" was of about an hour's duration. The principles enunciated applied to our business and, as is usual with Mr. Cottingham's remarks on this subject, were of great practical value. Mr. Cottingham has embodied a number of his ideas on this subject in the form of a handsomely printed booklet, called "Business Success," a copy of which will be sent to any employee upon application to Mr. F. E. Davis, Executive Department, Cleveland.

Following Mr. Cottingham, Mr. J. F. Hommel gave a talk on "Salesmanship," which was enthusiastically received. Below we give some of the remarks embodied in Mr. Hommel's talk:

"Salesmanship is the art of presenting a proposition to a prospective buyer so attractively that he will buy it: it is the live wire of present day commercialism, for without it no manufacturer can market his output satisfactorily, if at all. As a rule salesmen are born—but there are the exceptions. The real salesman is a well-developed, level-headed, broad-minded, resourceful business man with full confidence in himself, his employer, his line. He is ever on the alert, equal to any emergency, able to combat any argument that stands in the way of a sale and possessing at least a working knowledge of his line. He need not necessarily be able to combine pigment and oils and actually be able to make paint or varnish, but he must know in a general way the peculiar characteristics of every product he sells and also give directions for proper application to all surfaces under all conditions.

"Then there is the made salesman who is such possibly for convenience. He goes into a store, looks over the 'wants,' asks if there is anything else wanted, says 'good bye' and he is gone. He is no salesman but an 'Order Taker.' Practical knowledge—know the strong points in your line and the weak points of competive lines. You should know how to apply S. W. P.

on old surfaces as well as new. The poor quali
much adverse criticism of prepared paint w
Know why Inside Floor Paint will not work satis
to produce a safe foundation for enamel; know
Stain. Varnish Stain and Handcraft Stain; kn
Japan Colors, Oil Colors and Distemper Colors
such varnish terms as rubbing, polishing, gloss
body—in fact, be well posted in all lines of our

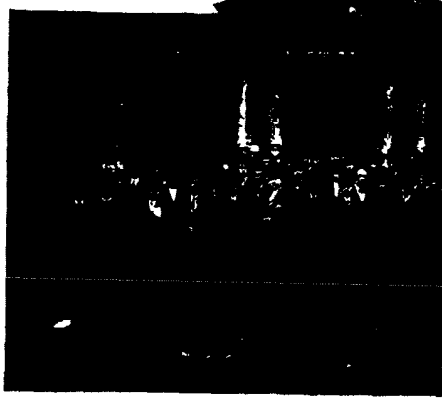
Mr. A. D. Joyce, Manager Southwestern D
talk on "What the Company Expects from its
was an able one, it brought out some new thoug
ciated by the men.

Session on Advertising and

FRIDAY AFTERNOON.

THE Friday afternoon session was giv
review of our advertising methods
charge of Mr. L. R. Greene, Adver
be seen from illustrations shown, m
shown on screens, where they were
detail. Our advertising has kept pa
development of the business. Mr.
resentatives on the purpose and possibilities of
in part:

You gentlemen are not as familiar with S-W Adverti
probably not altogether your fault, as it is very seldom we
to you about it. It is very important that you should know
policy is not to sell a dealer so many gallons of paint or



Group of New Men

0007-SWP-0001325888



View of Advertising Display Friday Afternoon.

tion," and you will plainly see that this cannot be successful unless you are familiar with it. You are of course prepared to tell him of the splendid quality and adaptability of S-W. Products. This, however, is but half the proposition The advertising is the rest, and you should be able to present the whole to the customer in its best and truest light, which will increase the strength of your argument immensely. The knowledge of advertising can be obtained in the same way as knowledge of the goods—by studying that part of the handbook devoted to advertising and the B 57 as well; read THE S.W. P. each month and understand your Promoting Department portfolio. You cannot possibly do justice to yourself or to our proposition unless you know thoroughly the S-W. Advertising.

We want more business from the old agents and more new agents. We can only get it through energy, aggressiveness and advertising. In order to instruct our agents to advertise you must know how yourself. It will pay you in increased sales.

Get your agents interested in keeping their paint stocks well arranged and conspicuous; see that their display cards, hangers, etc., are well shown; get them to dress their windows and run electros in the local newspapers. If you get each of your agents to spend only a little in advertising S-W. Goods you have a large aggregate appropriation working for you. See that all agents understand the use and value of all our features. Follow them up for their "E" lists. Our magazine advertising offers him a great chance to identify his store with our business and extensive advertising. We sometimes hear that a considerable amount of advertising is either improperly used or not used at all. Give agents what advertising they can properly use. Study each man's needs; one set of advertising won't do for all. An order for advertising needs just as much thought as an order for goods.

Last year, for reasons utterly beyond our control, our service was not flawless. This year we are in better shape to supply your advertising needs and help you to increase your sales through this medium.

Mr. Greene then described in detail our entire line of advertising, illustrating his remarks with the display of the features shown along the walls.

MR. D. G. Newton, Asst. Advertising Manager, then took up the work of our Promoting Departments, and spoke of their organization and what they are endeavoring to accomplish. The efficiency of the Promoting Departments had been greatly increased the

tives are beginning to realize and use this supple
great help to them on their territories. Mr. New
teresting points as follows:

The success of the Promoting Departments largely dep
receive from the representatives. A large number of rep
Notchers" not only have a large percentage of "E" lists an
work close to the Promoting Department in following up
with information and suggestions. A continuation of suc
both. The Promoting Department of your Division belo
secretary to make your work easier and more productive
is not out for business independent of representatives. Th
is incidental. The Promoting Department Managers wil
call on inquiries if he thinks it is worth the time and tr
mail can be largely increased by the representative. The
to his Promoting Department the more inquiries he will hav
his P. D. Managers where to work on prospective trade.

A P. D. Managers' convention was held at Cleveland
pressive thing there was the desire of the Managers to
ported that practically all representatives use Promoting
not be said a few years ago.

Mr. Newton took up some of the more imp
their use and what information was needed.
of photo and advertising portfolios, and what we
S. W. P. and THE SPECTRUM.

Mr. Frothingham, advertising manager of Ev
gave a talk on "Advertising the Motive Power of

Mr. Greene closed the session with a brief
licity, including national magazine and bulletin a

Address by Mr. Alex

MR. COTTINGHAM called on Mr. Alex Scla
ager, who spoke for a few minutes on the
want in our organization and the opportunity the
pany's business and their individual welfare suc
his pleasure at meeting the men face to face, h

I take this opportunity to tell you that in my pres
interested in your welfare. The growth of the business
vidual success of the men behind it.
This applies equally to every one.
The same spirit which actuated the
Company in the early days is still the
spirit which moulds and upholds the
present policies of the business. We
are anxious to get the best men and
pay them what they are worth.

The success of the representative
must lie in line with our principles
and methods. No matter what part
of the country you may be in, these
are the same. When once you thor-
oughly believe in and understand our
proposition, you are then able to
make your trade understand its
strength and value.



0007-SWP-0001325891

The Banquet.

FRIDAY EVENING

NO where does our organization show better its true character than at the banquet which closes the Convention. Here the District or Division pride is displayed in their local songs and yells. Here the men respond to the speakers who talk of our business —its policy, its methods and of the larger life with its aims and ideas. This year our banquet in the ball room of the Chicago Beach Hotel was just as successful as any ever held by this Company. The speakers' table was on the east side of the room, the others were at right angles. The decorations were profuse and appropriate—Company and Country flags were hung on the walls and beautiful floral decorations were arranged on the tables. The doors were thrown open at 7.30 o'clock and about 250 men sat down.

After grace by Dr. Vance an excellent dinner was served. Company songs and selections by a quartette interspersed the courses. When cigars were lighted Mr. Cottingham arose and proposed a toast to President Roosevelt, which was drunk standing. A second toast was then given to King Edward VII and drunk with great enthusiasm.

At this point there was a prolonged call and cheers for a talk from Mr. Cottingham, who arose and addressed the representatives. He said that a true Sherwin-Williams man never refused an opportunity. He spoke largely of the development of the English business. Mr. Cottingham then introduced Mr. H. A. Sherwin who referred to the growth of the business and to the honesty which was to be found in industrial affairs of the present. President Goddard of the Fort Dearborn National Bank spoke on the financial situation. Ex-Senator Mason told a number of amusing jokes and then asked the indulgence of his hearers while he talked on his pet hobbies—the election of U. S. Senators by the direct vote of the people, Postal Saving Banks and stringent anti-polygamy laws. Mr. H. J. Buckley of Lord & Thomas spoke on Honest Advertising. Mr. C. S. Wheeler of the "Old Guard" voiced the appreciation of the representatives in his talk on the Convention and the Company. Dr. Vance gave a very interesting talk on the progress and development of the company and how its members should develop mentally and spiritually as well as physically and financially. Mr. L. B. Quinn then presented Mr. Gray, Manager of the Chicago Beach Hotel with engrossed resolutions signed by the members of the Convention. Mr. Gray responded briefly.



Mr H A Sherwin

The Good Work of Com

NLY those who have had experien charge of the various branches of vast amount of hard labor envolved. was larger than ever and consequer done in the way of preparing headq tions for the men, transportation an the addresses given at all the session cult problem of all fell on the Entertainment Co of our organization and the scarcity of room in Myers deserves special commendation for the w the duties of this Committee. He was ably as Chairman of the Reception Committee, under w ling of all forms of entertainment. What is mor genial and pleasant after Convention was over a

The Convention passed off without a hit arrangements and the members of the Commit be congratulated upon the way in which they duties.

General Chairman of Convention,	Mr.
General Convention Committee,	Mr.
	Mr.
	Mr.
	Mr.
	Mr.
Committee on Entertainment,	Mr.
" " Transportation.	Mr.
" " Reception,	Mr.
" " Decoration and Display,	Mr.
" " Lunch Room,	Mr.

A Valuable Work for S-W

MR. W. H. COTTINGHAM in a 54-page *Success*, has set forth his ideas covering business.

It is handsomely printed in two colors a every member of our organization.

Any employee desiring to obtain a copy address Mr. F. E. Davis, care of Executive De will see requests are supplied through the variou

0007-SWP-0001132590

Convention Notes.

All the committees were ably assisted by Mr Thos Madill, Manager of the Railway Sales Department, Western Division Mr. Madill apparently knows every person of consequence and every place of interest in Chicago He was "the man behind the guns."

We were pleased to have with us as visitors of the Convention the following gentlemen: Mr. Leon C. Warner, of the Warner Hardware Co., Minneapolis, Minn., Mr. Nash, of the Nash-Robinson Co., Waco, Texas, Mr E F Lowe, of The Memphis Paint & Glass Co., Memphis, Tenn., Mr C L Carpenter, of the Moore-Carpenter Hardware Co., Knoxville, Tenn., and Mr W. A Geib, of the Dittenhafer Paint & Sign Co., Canton, Ohio These gentlemen represent Top-Notcher agencies and manifested great interest in all the sessions.

Many representatives who were awarded checks for winning in the Top-Notcher contest and for making their estimates, were obliged to go home with the paper still in their possession The financial stringency was especially acute in Chicago at Convention time Mr. Gray, the manager of the Chicago Beach Hotel, was unable to get "real money" for anything save his pay roll. Mr. Myers was able to help a few, but amounts were limited.

An invitation was extended all the representatives to attend the Hallowe'en dance given for the house guests in the main dining room on Wednesday evening The room was appropriately decorated with pumpkins, corn leaves and electric jack-o-lanterns. A number of the men availed themselves of Manager Gray's kindness, others enjoyed the music and the scene from the lobby

Mr. Henry Hain, formerly Top-Notcher Superintendent of Plant No 2, now Manager of the Coffeyville Plant, and Mr. Joe Brown, Superintendent of the mines, were present at the Convention. Mr Cottingham called on both for a short talk, to which each responded with some information about his respective work.

Among the visitors who were present at some of the sessions were Mr Zimmerman, of *System*, Mr Wilson, of *The Electric Railway Review* and *The Railway Age*, and Mr Emory, western advertising manager of *Everybody's*. We are sure they carried away with them a better idea of our organization than when they came

Mr. E E Calkins and Mr Ralph Holden, of Calkins & Holden of New York City, agents handling our magazine advertising, were present on Thursday and Friday. Both were interested auditors, especially at the Advertising session on Friday afternoon.

Mr C P Jarden, we regret to state, was confined to his room during the entire Convention by a serious attack of brain fever Mr Jarden was greatly missed at the Convention and all will be glad to learn that at last report he had greatly improved in health.

Mr. Dennison, our foreign representative arrived on Friday from Vancouver. He received a warm welcome when he entered the Convention Hall.

Central Division Trophy Song.

Tune "Chorus "So Long, Mary"

So Long, Southwest,
Don't you hate to see me go?
So Long, Southwest,
Richard captured me and dough,
Dick, my new and hustling manager,
Worked hard, you know
So Long, Southwest,
I'm going to say good-bye and go

Yes, siree
'Rah! 'Rah! 'Rah!
For J. P. C

C—H and then I—C—A—G—O spells Chicago,
Direct a man can say a word again us
Proud of all the fighting blood that's in us,
C—H and then I—C—A—G—O, you bet,
It's the name that a shame never has been connected with
Chicago! We're it!!

Central Yell.

Lickety Slam, Lickety Slam,
Central, Central, in the van,
Are we it? Well, watch our dust!
We'll do it again, by gosh, or bust!

Atlantic Coast District Yells.

Hark, hark, hark,
Hark, hark, hark,
N—E—W A—R—K!
Newark! Newark! Newark!

Newark, Boston, Savannah,
Good old Phillie too,
Big Pratt, room for more,
None but the best will do

Western District Yells.

Chicago! Chicago!
C—H—I—C—A—G—O!
You are welcome,
That you know,
To the Convention
In Chicago

Who are, who are, who are we?
We are, we are, we are the
Northwest Division, come with decision
To carry away the big trophy!

Southwestern District Call.

Varnish, Colors, S. W. P.
Southwestern District
At Kansas City!

'Rah! 'Rah! 'Rah!
Which is best?
S. W. P.
The great Northwest,
We are hustlers,

Texas Division Call.

The trophy is headed for Texas,
In Dallas 'twill be very soon
It has to be out in the Southwest
Or else it does not feel at home
Texas, Texas, the largest in size, as you know,
Texas, Texas, the largest in sales it will grow



Cleveland Sales Div

Central is still rejoicing over the winni
been especially fortunate this year in securing
Promoting Manager top-notcher prizes, and ar
licate this year's splendid effort in 1908. The
perity, stands in a conspicuous place in the of
greater effort on the part of every employee in

On the night of the ninth of November
Commun, showing their appreciation of the
Division employees, royally entertained then
Amsterdam". After a splendid dinner, Mr.
master, made a few remarks, complimenting t
ally his own department for the work they had
Maltby in a well worded speech presented
brella as a token of the high esteem in which
Mr. Levenhagen thanked the division for the
in winning the trophy for Central and stated t
would be an annual affair.

The result of our Paris Green promoting
lately landed several fine orders. Mr. Cline
splendid specifications.

Mr. Branham has opened about fifteen
counts in Detroit since September first, and i
certainly make the other representatives hustle
caption.

We want to impress upon the representat
be obtained through their co-operation with
If you have a good prospect we are sure that
both ends of the line we stand a much better

Mr. S. H. Robinson was the first represe
order after convention, having secured it the
Mr. Benedict, second; and Mr. Torrance, thi

Newark Sales Div

Having our products used from steel wo
on three of the most modern studio buildings
very large apartment houses shows what good

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ing large building operations. If all our representatives could see some of these large buildings and the immense amount of work done in them, we would predict a large increase in large building sales.

While Convention was on the Promoting Department continued to do some little business and were successful in landing one nice agent, several dealers and a few other accounts. The representatives have no doubt received advice as to who these were.

The "Little Paint Man" still continues to become more popular. One of our agents has had one built in front of his store and the painter has his uniform changed weekly by the use of some of the "Little Paint Man's" products.

The S-W. agents in New Jersey are the kind that make possible governors, our agent, F. S. Katzenbach, Jr. of Trenton, N. J. being the Democratic candidate for Governor of the State.

New England Sales Division.

It is all over now, even the shouting, and we are glad to welcome back to the field again the bunch who left with so much enthusiasm for the west and came back with even a greater amount of the same spirit. The fact that this division moved up a space or two, as compared with previous records, during the year, was certainly very gratifying to the boys who had worked hard to this end and they are staking their reputation that the showing for the coming year will be still more gratifying. Everyone pronounced the Convention the best ever, and from now on we look forward to a general improvement in particularly the weak spots, which were thoroughly gone over during convention time.

We were particularly glad to learn that nearly everyone of our selling staff came back with prize money, and that our force had the greatest percentage of bonus winners of any division.

Mr. Rainsford and his cartoon certainly made a hit which will not be forgotten by those who saw it on the exhibit table.

Mr. J. J. Riley, formerly in the Traffic Department of the Newark office has recently joined the Boston Promoting Department squad. We expect him to give a good account of himself in his new position.

Canadian District.

The first agency secured this year in this Division goes to the credit of Mr. R. Vincent, Territory No. 318. Order included 78 gallons of S.W.P.

Mr. W. F. Alexander, our traveling representative in Alberta leaves the Company on account of ill health and is succeeded by Mr. W. J. Miller who takes his territory and travels out of Winnipeg.

Kansas City Sales Division.

Mr. W. M. Robertson has been engaged to represent us in Missouri. We feel sure it will be hard for a customer to refuse to give a man with so happy a disposition an order.

Mr. H. J. Limric has joined our force and w
Mexico. He has spent many years among the pe
perfectly familiar with their customs. We wish hi
large share of the business of the Republic.

Business for October was good and it was wi
compelled to quit to attend convention. We have
vigor and are ready to take up the work in our old

Northwestern Sales Divis

Although we are among the newest of Division
the matter of noise. On another page will be found

Mr. E. F. Comstock, Territory 117 sent us in
was also a new account, for 125 gallons of Creosote

Texas Sales Division.

We have all just reached home from the con
nounces it the best ever. Each and every repres
enthusiasm, and is going out on his territory with
greater things than ever before, and as you all kno
resentatives have never done anything small.

Mr. S. S. Burris, our tallest representative, i
dissatisfied with his estimate. We only gave him a
and he seems to feel that we should measure it by
$100,000.

We regret not being able to tell you of the ma
have, facts are, we are entirely too busy writing u
vote all the time we would like to our notes.

Savannah Sales Divisio

Now is the most opportune time for each rep
the trade, not only by close co-operation in persona
cussing intelligently, earnestly and enthusiastically
ness conditions prevailing in this section. The tra
pend upon and gain their information from reliabl
road and by being frank and honest with your custo
will merit their confidence and at the same time b
help them in many instances to overcome a case of
necessity to indicate anything whatever to our va
lines of encouragement and representatives can ex
fluence by speaking encouragingly and hopefully u

Our men should be very mindful of what was s
garding loss in profit on sales of White and exert
stimulating sale of Colors. This can be aided ve
resentative making up certain color combinations,
"specialty" in his territory, thereby increasing sale

0007-SWP-000132592

Our plant is stocked with varnishes, driers and japans sufficient for several months' demand. Now is the time to push these goods to a finish, which not only will increase our business on profitable lines, but aid in holding in check a larger investment of capital by selling lines which are now so largely stocked.

With a large portion of cotton crop yet to be moved, conditions in the South look mighty good to us.

San Francisco Sales Division.

Ere these notes reach THE CHAMELEON the "1907" Convention will not only be a matter of pleasant recollections, but also a bank on which to draw your cheques of inspiration, enthusiasm and energy.

When THE CHAMELEON reaches each representative he will be on his territory fighting to make last year's figures a shadow of the amounts which are going to make the Central Pacific record for 1908. Central Pacific is making a bid for the trophy for 1908 and depends on each and every man for his share. Let us "Work to Win."

Central California has been benefited with a gentle rain and has had the effect of brightening the landscape generally. We hope that it will have the stimulating effect of brightening homes inside and out, by the aid of S. W. P.

Our spring carload orders are beginning to come in. This is starting a long series of orders for spring trade. "Do it now" applies to this as it does to everything else.

The campaign on B.P.A.'s is merrily going on and with the numerous replies which we are constantly receiving in response to our different promoting features, we are expecting that a good percentage of the concerns represented will join the fraternal order of S-W. agents.

As the season draws near, Paris Green possibilities begin to stir around and reach out for their 1908 supply. Mr. Collister, our Promoting Manager, has a keen eye out for consumers, large and small, and wants to keep posted. He will be obliged if the needful is done. Central Pacific has promised to contribute its share of business and Central Pacific will. So it is up to all of us.



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