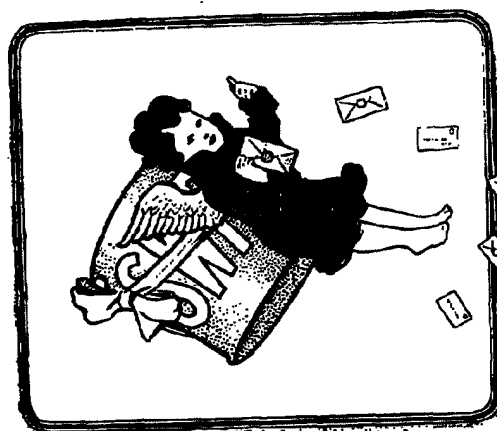
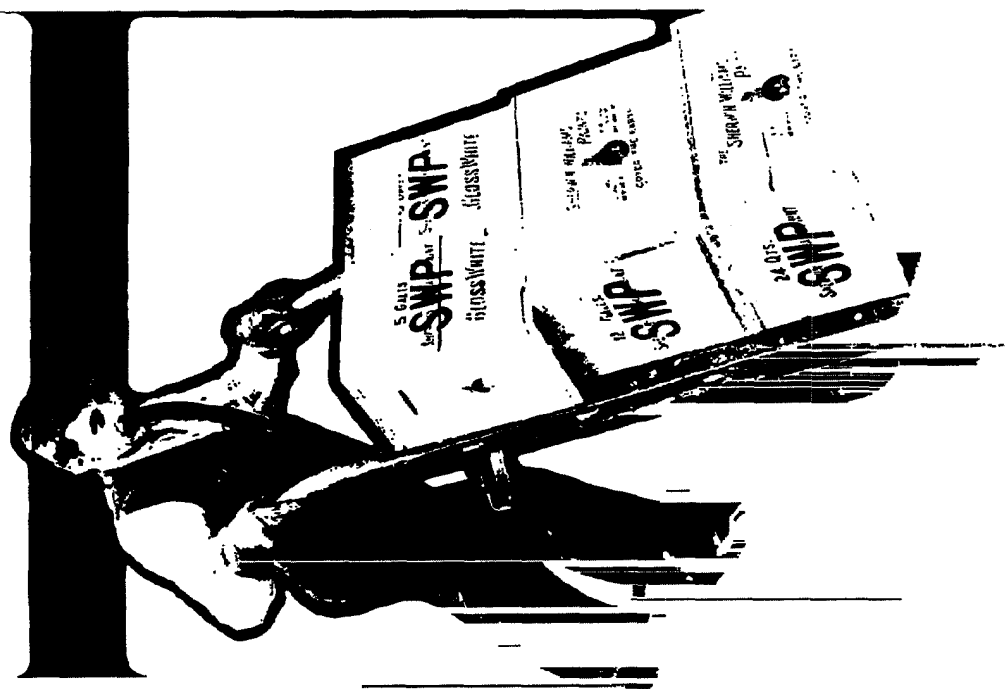


The Chameleon

MARCH, 1903



The Chameleon.

Published on the Fifteenth day of each month by
THE SHERWIN-WILLIAMS PRESS, 31 Michigan St.,
Cleveland, for the interest and benefit of
THE SHERWIN-WILLIAMS CO.'s loyal staff.

Vol. VI.

MARCH, 1903.

No. 3

"PLAN YOUR WORK AND WORK YOUR PLAN."



CAME across this phrase somewhere a short time ago, and was greatly attracted by it. It's our idea exactly of the way business operations should be conducted.

First, an intelligent, clearly defined plan is necessary, and then, most important of all, it's got to be *worked*—worked to a finish. Many a man is capable of laying out an excellent plan, or a magnificent system, but when it comes to executing it, he is an utter failure. It's doubtless true that there are more planners than workers in the world—more dreamers than hustlers.

It's demanded of the successful in business affairs that they shall possess a head that can contrive, a tongue that can persuade, and an arm that can execute. And these most desirable, most necessary qualifications can be acquired by the practice of meditation, study, and work. The great thing necessary to apply to your meditation, to your study, and to your work, to make them effective, is *concentration*—concentration of thought and concentration of action.

We fail, I think, to realize, or to remember, the tremendous power of concentration in work. We are inclined always to wander in our thoughts, and to waver in our actions—it's the natural trend of our restless and uneasy beings. Our ability to overcome such inclinations greatly influences the extent of our success.

Concentration simply means doing what we do with all our might. It means putting effort into everything, working with zeal and intensity—not slothfully and dreamily, but with snap and vim. In thinking, in talking, in writing, in working, our watchword should be *concentrate, concentrate*. It's surely not an easy thing; it requires a very determined and persistent effort of the will, but by practice it will become a habit, the power of which is tremendous.

Our plans for this most promising spring, the harvest time of our business, have been conceived and completed by the best thought and the most careful preparation. For their successful execution we are now dependent upon our staff at home, our force in the field, and our agents in the stores. The plans we believe are good, and we call upon all, at this propitious time, to put forth their best efforts and help us mark up such records as will eclipse the most illustrious of our past achievements.

A large, stylized handwritten signature in dark ink, appearing to read "Walter H. Williams". The signature is written over a horizontal line.

General Manager.

Local Conventions at Boston and Newark.



ARRYING out the plans discussed at the last Managers' meeting, two local conventions were held during February, to test the feasibility of holding similar conventions in the future for all divisions.

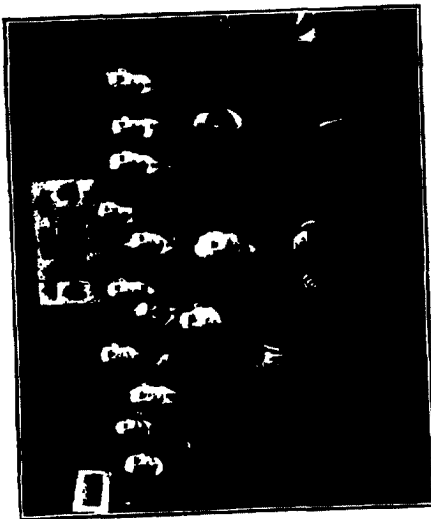
It is early, of course, to judge the results of the experiment, but we are encouraged to believe great good can be gained by meetings of this sort.

The first convention was held in the New England Division, at Boston, February 18 and 19. It was a business meeting from start to finish. The particular conditions and difficulties met with in the Division were fully discussed and the complete line of products was carefully reviewed.

In the Promoting Department work special attention was called to the approximate route sheets, "Special Ad Service" and "special" promoting work.

The importance of reports on every name on the Territorial Lists was emphasized. New lists are to be compiled, and to have these absolutely correct it is essential that notations should be made on the lists of all trade in each locality.

The strong advertising feature of the Kopal and Excello sample distribution plan, and the quality and reliability of our insulating varnishes, Ajax Clear, and Black, were brought out in the Varnish session.



New England Convention Group.
The sessions were held at Young's Hotel.

W. H. Cottingham, A. E. Schafer, L. J. Fasquelle, J. C. Beardlee, H. M. Gordon.

"The impressions and good derived from this convention are perhaps best shown by the following quotations from the 'boys':"

"More meat out of the cocoon than we've ever gotten from other meetings."

L. W. Harary.

"A good thing. Should help every man to do better work."

J. J. Horton.

"Of more real benefit than the Cleveland conventions."

F. B. Hare.

"Local convention left an impression on me that in the future no order, no matter how small, should slip through our fingers."

R. F. Ketchum.

"Just what we needed. Feel better equipped to dig deeper and make 1903 the greatest ever."

B. P. Mansfield.

"I consider these the most profitable two days I have spent since my connection with the Company."

I. W. Wells.

"The benefits gained by our local convention are too numerous to mention."

J. A. Murray.

"The local convention did more good than any other one thing since I came with the Company, and I hope you will hold one every year while I am with you."

G. L. Wagall.

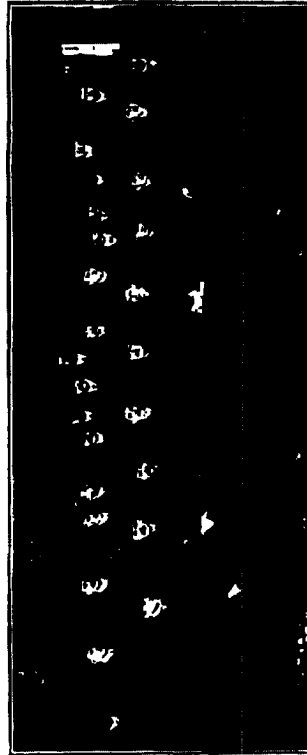
The Eastern Division convention was a live one and a large amount of satisfactory work was put through. Messrs. Cottingham, Beardlee, Schafer, Fasquelle, Ballantyne, Whiteley, and the representatives, were in attendance. The tone of the discussions was confident and encouraging. Satisfactory work has been done and is being done, and the work at the sessions strengthened and trained for greater work in the future.

The discussions were pertinent—the difficulties met with, and methods for improving the Company's position. The representatives commented generally on how our system of selling and our paint proposition to the dealer

compared with procedure of competitive manufacturers. The discussion got-at-the-heart-of-things and was interesting and instructive. Newspaper advertising on the part of our competitors was considered and it was the opinion of the meeting that our work with the agent is the most effective employed. It was generally conceded that the "P." is the best method for driving business to the agent's store. The various lines of products were taken up in detail. Gratifying reports were received on the way our goods stood up under test. A fair comparison was all that was necessary to secure orders.

The sessions were held in the Company's Newark offices, and lunch was served in the Company's lunch room. An inspection trip was made of the plant. The representatives were enthusiastic over the equipment and the large stock made them anxious to get on the territories again and hustle for orders.

Everyone was especially interested in inspecting the Copper Paint Department, which is equipped to supply copper paint and bottom composition in a large way.



Managers and representatives in attendance at the Eastern Division Convention.

The Value of the Full Line.*

A GOOD LINE AND A FULL LINE BREAKS DOWN THE OPPOSITION.
BY F. C. HARRIS.



ANDREW CARNAGIE advises to "put all your eggs in one basket and then watch the basket." Concentration of thought, energy, and effort on a well defined result will surely bring success. All large successes in mercantile and manufacturing interests have been the result of concentration. The same will apply to the man of small affairs. As it is hard to serve two masters, so it is for the ordinary dealer to scatter his buying to several manufacturers of lines of similar products.

The dealer who confines his buying to one line of agricultural implements and gives that line his best thought and effort, perfecting himself in its merits, succeeds best. The dealer handling paints that will buy only one manufacturer's products, and buy that line complete, will have no excuses to offer for side lines that are incomplete. At all times he is supporting and strengthening his position as the distributor of that one brand of paint in his market to the exclusion of competitive lines. Every can, large or small, that bears the trade mark of the goods he handles, is bound to enlarge his scope of selling his particular line and his chances of success with it.

The primary object of all advertisers is to make the name of an article or manufacturer familiar to everyone. What more effective way of advertising

*This is the first of a series of articles by the representatives on the full line—its value to the agent, its help in making sales, and the reasons why every S.W.P. agent is expected to carry it.

can there be than making the public familiar with the goods themselves by usage.

During my experience, and I have studied the subject carefully, it has invariably been the case, that the dealer that carried our full line, to the exclusion of all others, attained the greatest success. He dammed up the waste waters, turned them into one course to the wheel that made the mill grind.

An agent is narrow minded when he objects to another dealer handling our shelf or jobbing goods in the same town. He ought to realize that every can the other dealer sells helps to advertise the brand of goods, for the major part of which he, the agent, has the exclusive sale. And the objection is all the more unreasonable when it is considered that half the time the agent is not carrying the full line of our products himself.

A shrewd buyer makes his individual accounts as large as possible. He should buy all, as nearly as possible, of one house. There is no company that is not cognizant of such an intent, and they recognize that buyer as a loyal customer, and not only give his orders close and prompt attention, but at any time a little favor is to be granted it needs not second consideration.

From the standpoint of the dealer and the manufacturer, a thorough and complete identification of interests is best shown by unification of purpose, and that only is accomplished by co-operation.

A good line, and a full line, breaks down the opposition.

The New "XY" Booklet.



WE wish to call the special attention of the representatives to the 1903 "XY" booklet, copy of which has been sent them. We believe, in its new form and arrangement, the booklet is far the best we've ever issued.

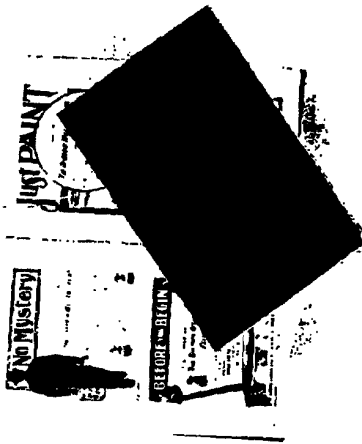
It's more conveniently arranged and much more attractive than ever before.

The new booklet ought to be the means of inducing the agents to make a more liberal use of the newspaper electro-

The new "XY." Full of strong, effective electros.

types. It is full of good advertisements for S. W. P., S. W. V., and the shelf lines, and certainly ought to prove a very valuable help to every S. W. P. agent.

It is our intention to exploit it in the next issue of THE S. W. P. We



Don't fail to carry a copy of the booklet with you. Make it a special talking point in your spring campaign. Your competitors have nothing like it to show. Push the newspaper electrotypes, and you'll increase the business on your territory.

Remember the Special Ad Service if you need any extra inducement in getting the electrotypes used.

Six Big Varnish Specialties.

No stronger, no better varnish proposition can be offered to the dealer than Six Big Varnish Specialties.

The free pint sample plan for Kopal and Exello is a winner. It affords the dealer splendid advertising—it should bring every agent into line.

Many other advertising features go

with the "Big Six." We are pushing them particularly, and in the general advertising. On April 15th we start a general promoting campaign on all painters on our cards. You can back every product, every time.

Good work is being done, but we should be placing more of the products—we deserve to.

Plants # 1,2,3,4

"The S. W. P." in the Spring Campaign.

WHAT WE DID IN THE MARCH ISSUE, WHAT WE ARE GOING TO DO IN THE APRIL NUMBER.



VERY effort is being made to have the numbers of "The S. W. P." during the spring months real live factors in the spring campaign. We are pushing the "personal letter" campaign with a strong article on the value of the system, and enclosed a blank to be filled out with names of persons who were going to paint or who ought to paint their property. We also outlined a postal card "follow-up" plan for the agents to put into effect personally. All together the March issue was designed to be in a manner introductory to the April number.

The April issue will be known as the *Spring Campaign Number*. We are planning to make it the liveliest, most interesting, and most beneficial magazine we have ever published. Our whole thought in editing it will be to have it brimful of good business bringing suggestions that the agents can easily put into effect.

The value of good windows and their help in making sales will also be exploited, and an attractive paint selling window illustrated.

We are determined that this spring season shall be successful in every sense. We shall spare no efforts to make it so, and are depending upon "The S. W. P." for April to do much toward the accomplishment of our aim.

News-
paper
advertising
will
receive
special
attention,
and
the
new
"S. W. P." booklet,
together
with
some
of
the
strongest
of
the
new
S. W. P.'s
will
be
illustrated.
We
are
going
to
try
to
get
the
S. W. P.'s
used
more
liberally
this
spring.

The value of good windows and their help in making sales will also be exploited, and an attractive paint selling window illustrated.



ENTHUSIASM is the best salesman in the world; the lack of it is the fatal defect in many a business. The reason is that real enthusiasm grows out of belief; you can't be honestly enthusiastic about a thing you don't believe in. There is a false enthusiasm, based on pretended belief, assumed for sales purposes exclusively, which sells almost as many goods as the real sort, but it is not as good a salesman. The best salesman is one who does something more than sell goods. Real enthusiasm not only gets business but keeps it; the other kind may get it once, but not twice. The dealer in gold bricks represents the latter class, the dealer in Hart, Schaffner & Marx clothes, the former. Many a man handles good merchandise with no enthusiasm; his competitor with inferior goods and plenty of enthusiasm probably does three or four times as much business. It is easy to see what happens with best goods and enthusiasm: the combination is invincible; it invariably gets to the top.

Enthusiasm is contagious; that is really the explanation of its value. A merchant who is enthusiastic about his goods can communicate the same spirit to his sales-people, if they are the right sort,—and if *he* is; and when a store becomes thoroughly imbued with enthusiasm, the whole town catches it, sooner or later: it is a live asset in the business.

We said belief is the basis of real enthusiasm: the man who is really enthusiastic about his goods believes in them first. One of the strongest arguments for the best goods, such as Hart, Schaffner & Marx clothes, is that they are easy to believe in and be en-

Enthusiasm is contagious; that is really the explanation of its value. A merchant who is enthusiastic about his goods can communicate the same spirit to his sales-people, if they are the right sort,—and if *he* is; and when a store becomes thoroughly imbued with enthusiasm, the whole town catches it, sooner or later: it is a live asset in the business.

We said belief is the basis of real enthusiasm: the man who is really enthusiastic about his goods believes in them first. One of the strongest arguments for the best goods, such as Hart, Schaffner & Marx clothes, is that they are easy to believe in and be en-

Enthusiasm in Retailing.

FROM A BOOKLET ISSUED BY HART, SCHAFFNER & MARX, CLOTHING MANUFACTURERS, CHICAGO AND NEW YORK, TO THEIR RETAIL DEALERS.

ENTHUSIASM is the best salesman in the world; the lack of it is the fatal defect in many a business. The reason is that real enthusiasm grows out of belief; you can't be honestly enthusiastic about a thing you don't believe in. There is a false enthusiasm, based on pretended belief, assumed for sales purposes exclusively, which sells almost as many goods as the real sort, but it is not as good a salesman. The best salesman is one who does something more than sell goods. Real enthusiasm not only gets business but keeps it; the other kind may get it once, but not twice. The dealer in gold bricks represents the latter class, the dealer in Hart, Schaffner & Marx clothes, the former. Many a man handles good merchandise with no enthusiasm; his competitor with inferior goods and plenty of enthusiasm probably does three or four times as much business. It is easy to see what happens with best goods and enthusiasm: the combination is invincible; it invariably gets to the top.

Enthusiasm is contagious; that is really the explanation of its value. A merchant who is enthusiastic about his goods can communicate the same spirit to his sales-people, if they are the right sort,—and if *he* is; and when a store becomes thoroughly imbued with enthusiasm, the whole town catches it, sooner or later: it is a live asset in the business.

We said belief is the basis of real enthusiasm: the man who is really enthusiastic about his goods believes in them first. One of the strongest arguments for the best goods, such as Hart, Schaffner & Marx clothes, is that they are easy to believe in and be en-

Enthusiasm is contagious; that is really the explanation of its value. A merchant who is enthusiastic about his goods can communicate the same spirit to his sales-people, if they are the right sort,—and if *he* is; and when a store becomes thoroughly imbued with enthusiasm, the whole town catches it, sooner or later: it is a live asset in the business.

We said belief is the basis of real enthusiasm: the man who is really enthusiastic about his goods believes in them first. One of the strongest arguments for the best goods, such as Hart, Schaffner & Marx clothes, is that they are easy to believe in and be en-

Spend a Day.

THE VALUE OF PERSONALLY INVESTIGATING A COMPLAINT
BY L. J. FABQUELLE.



There have been very few complaints on varnish, so few that we can well afford to sift to the very dregs those we do have. Each salesman should take a very strong stand when a complaint is brought to his attention, insisting upon an investigation of all of the local conditions, and have some of the goods complained of applied in his presence. It is a foregone conclusion that troubles with our well known brands of varnishes are caused by local conditions and not through any fault of the goods. Careful tests are made to prove all this before a tank of varnish is turned on, and again, frequently, before the entire contents are shipped.

We had a complaint recently on Exello in which a well known contractor, who had used large quantities of Exello, claimed that a five-gallon can which he had purchased did not dry, remained tacky and would not rub, and as a result he had to have the varnish all taken off at a cost of \$10.00.

The salesman to whom the complaint was made sent in the remains of the can of varnish for the factory to investigate, and, by so doing, left himself absolutely with no ground to stand on for combating the complaint.

Know What to Do, and Do It.

In THE CHAMELEON for January it was announced that the offices of the Western Division would be transferred to our Pullman property *without interruption to business*.

Knowing that the system by which work of that kind, involving so many

If he had taken the varnish and had it applied or applied it himself under reasonable conditions before the eyes of the contractor, he would have satisfied himself and the contractor that the very goods which had been complained of would dry in a satisfactory manner. He would have strengthened his position, not only with the contractor, but would have stiffened the backbone of his agent, and incidentally would have made himself feel pretty strong, too.

It might have taken an extra day's time to do this, but this extra day's time when the matter was fresh before him, would have cost the Company less money from the standpoint of traveling expenses alone, than it would have cost if he had made another trip back there again in an endeavor to settle the complaint. He would have run no risk of losing the contractor's account, and at every stage of the game would have been "a winner" by taking this prompt and decisive action.

Surely it pays to "spend a day" in working out a problem of this kind, and we hope the salesmen will all take advantage of this illustration and "spend a day" when necessary to adjust a complaint of this character.

details, could be carried out with perfect results would be of value, we queried Mr. Parks regarding it.

"Every one knew what to do and did it" was the way Mr. Parks summed up the methods employed, and he gives the keynote of success.

It's a good phrase to remember—and to work by.

Newspaper Electrotypes for New Agents.

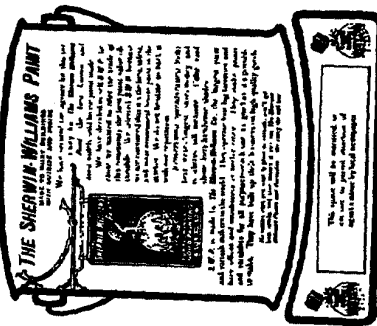
A GROUP OF THREE INTENDED TO BE USED IN ANNOUNCING THE OPENING OF A NEW AGENCY

Have just completed three forceful electrotypes to be used by new agents in announcing the opening of the S.W.P. agency. Reproductions of them will be seen on this page.



The new agency electrotypes will be sent out only upon the order of the representative, where he has thoroughly satisfied himself that they are going to be used to advantage. They will not be included among the regular "XY"s, nor will they be shown in the "XY" booklet. Round proofs of them are being prepared, and copies will be in your hands probably as soon as you receive this number of THE CHAMELEON.

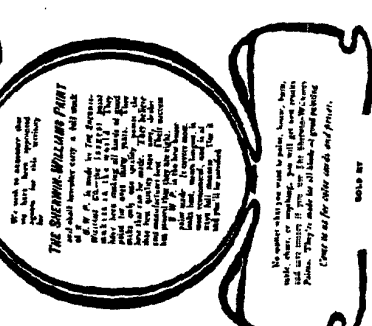
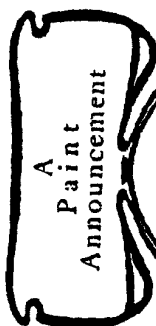
Use the new agency electrotypes whenever possible. They will help your agent and they will help you.



New electro to announce the opening of an S.W.P. Agency. 3 columns wide by 8 inches deep and 2 columns wide by 5 inches deep.

As explained at the convention, our object in issuing these electrotypes is to enable the new agent to get started with S.W.P., properly and to acquaint the people of his locality with the fact that he has the agency for our goods. "Well begun is half done," and we believe that the use of these special electrotypes will do much to make the new agency more profitable and more satisfactory all around from the very beginning.

Two of the electrotypes are designed to fit a double column space, the other a three column space. We have made them this large purposely, as we believe that when a new agency



One of electros for new S.W.P. agents. 3 columns wide by 6 1/2 inches deep.

DIVISION NOTES.

Western Division.

We are fairly squared away now in our new quarters at Pullman Station. Every one connected with the inside force is giving a push to the work in hand, and striving his or her best to back up the splendid work of the selling force. There is evident here a determination to make the most of our opportunity right now to make "1903 the greatest ever," and to prove to the management, by the figures on the books, our appreciation of their having provided such a splendid place to work.

I may say that the figures, and especially those of the last few weeks, are most encouraging. Never before have we enjoyed such a steady stream of orders from the same territories. Let each ask, "Am I doing my share toward taking good care of these breadwinners?"

March is, and always will be, the hardest month in the paint business

Eastern Division.

March shows which way the wind is blowing—in more ways than one. This month should show the strongest work yet, and it will. The stirring up some of the trade got in February will seem tame in comparison with old March's record. Keep it up. Keep at the hard ones. Keep on keeping them coming.

The P. D. are emptying their long and short range guns fast and furiously these days. Keep us posted and point out the "marks" you want us to shoot at and they will show the white flag with the lettering "S.W.P." on it, or "C. & M.," "Marine," "St. R'y," or "R. R."

year. Now is the time to push, if ever. If you are determined to succeed, to do a little more each day than is expected of you, do it in March, of all months in the year. I'll guarantee that the staff "in the field" will do everything possible to push the orders and the promoting department work to us in March. Let the inside force encourage them in every possible way by taking care of this work better than it was ever done before. Make every day count.

"All common things, each day's events,
That with the hour begin and end,
Our pleasure and our discontent,
Are rounds by which we may ascend.
The mighty pyramids of stone
That wedge-like cleave the desert air,
When nearer seen, and better known,
Are but fantastic flights of stairs.
The heights by great men reached and kept,
Were not attained by sudden flight,
But they, while their companions slept,
Were toiling upward in the night."

A. M. PARKS,
Mgr. Western Div.

Eastern Division.

The agents who have delayed sending in their "E" lists show a weakness which transferring the agency may be the only means of correcting. Cut out the dead ones and fight for the live ones.

"The Big Six"—may they never grow less. They can't win unless these "leaders" get to the consumers.

Mar-not is going like wildfire. Kopal and Excello first, and last, and all the time. We want the Excello Free Sample plan worked harder.

Don't fail to study your new Handbook. It's full of good, strong, "back talk."

Learn how to talk C. & M. goods from the carefully and well written information in the "A. L. P." catalogue. We are well pleased with the new business secured in February from some of the weather-beaten, hard towns, as well as the less difficult ones.

Mr. Nelson has returned to the office after some weeks of illness.

Canadian Division.

February has been a carload month for the Canadian Division. On Mr. Fallis' territory alone six cars have been shipped to as many agents, and on Mr. Ross' ground five cars have been sent for distribution throughout the Canadian Northwest.

Our "E" lists are coming in very promptly and our agents, realizing the value of our circulars, are sending large, comprehensive lists.

S.W.V. is steadily taking stronger hold on our agents, and we feel that it will be but a comparatively short time

until they all are carrying a full line of our varnishes and japans. The "Big Six" are sure winners. The varnish competition in this Division is very brisk, and we are looking forward to an exceedingly close finish.

Mr. Nelson, of the Eastern Division, has been at home, recuperating after a very severe attack of La Grippe. We are glad to learn that he is quite recovered from his illness and again at his desk.

C. C. BALLANTYNE,
Mgr. Canadian Div.

New England Division.

Every indication points to an enormous spring business. We have had an impetus through our local convention, and are on the trail for new agents and orders from large consumers.

It is important to get old agents on all the advertising, as their increase in sales is necessary to our growth.

Bear in mind to note trade that is "NG" on the territorial lists, so that we may be in a position to make correct, up-to-date lists this coming year.

HECTOR M. GORDON,
Mgr. New Eng. Div.

"E" lists are coming in very satisfactorily. We have received a large number. We want them from all our agents.

Work agents on "personal letter" work. We can give them valuable assistance through this special advertising.

Pacific Division.

The Pacific Division force has increased since you last heard from us, the latest addition being a chameleon preserved in alcohol and encased in a convex glass frame.

The Promoting Department force is kept very busy. The bunch of letters going out every day shows that our agents have at last caught the "personal letter" fever, which, owing to the peculiar climate of our coast, is prevalent all the year.

The steadily increasing varnish sales show us the fine work each traveler is doing.

The letters sent with the "P" lists are very gratifying. Our agents thoroughly appreciate the helps the Calendars give them, and even now we

are answering questions sent in on the postals of last year.

Los Angeles Depot.

There were more building permits issued in Los Angeles in January than for any other city in the United States, except New York. This, combined with the splendid rains we have had, makes the outlook very promising.

San Diego Depot.

The first carload of paint for The Sherwin-Williams Co., San Diego, has arrived, and we have every reason to believe that with the fine assortment we now have on hand, our sales will increase materially.

ALEX. SCLATER,
Mgr. Pacific Div.

South-Western Division.

Mr. S. P. Fenn and Mr. Harry Dwight Smith paid us the long looked for visit last month, and we were pleased to have them with us for a few days.

Mr. S. S. Burris has been engaged to represent us in territory 601, taking the place of Mr. C. R. Wilson, who was compelled to leave us on account of the death of his father.

From the way that Mr. Burris is sending in orders there is no question but that territory 601 is going to be one of the "greatest ever."

We regret to say that our stock-keeper, Mr. A. L. Ferbert, had the misfortune to break his ankle. He is, however, progressing very nicely, and expects to be back at his post shortly.

Messrs. Graves, Moore, and Patterson were under the weather for a short time last month. We are pleased to report they are back to active work and are nailing up "XMs" at the "other fellow's" expense all along the line.

We made each of the 28 days in last month count for more than February of last year by 112 1/2%. This is a fine record—let us try and keep it up.

It is gratifying to note the increased interest the representatives are taking in securing "personal letter" lists. This feature is one of the most substantial helps we can give the agent—certainly every agent should take advantage of it.

Mgr. Southwestern Div.

DEPARTMENT NOTES.

Trade Sales Department.

Record of New S.W.P. Agents.
Persistent work was done on every territory last month. The results prove it. They show that the spring campaign spirit is *real*. The good showing of February gives us high anticipations for March.

Eastern Division,
M. B. Roberts.
11 new agents.

Leaders in Floor Finish Sales.

The Eastern Division has again worked into first place, and Mr. Sheldon again leads by a good margin. The Canadian Division makes a good record, and Mr. Johnson, while keeping at the top, is being crowded hard. There are splendid opportunities for our Floor Finishes. They are the best on the market and deserve the very best attention that can be given. You can put this line on your agents' or dealers' shelves with perfect confidence that it will prove to his interest. This line is worthy of your special attention:

Eastern Division,
H. T. Sheldon.
Canadian Division,
R. Johnson.
Pacific Division,
C. G. Mowat.
Western Division,
S. H. Stewart.
New England Division,
R. F. Ketchum.
Central Division,
A. D. Joyce.
Southwestern Division,
J. W. Anderson.

An interesting feature of last month's record is that all the leaders for January are again at the top, except in the Canadian Division, where Mr. Boomer leads by one Messrs. White, Harkness, and Crevier, who ran a dead heat in January for first place and are still together.

The Western Division is still going along at its old time clip. Is it going to be the standard bearer once more? What's the matter with the Central?

Western Division,
W. H. Kane,
36 new agents.
Southwestern Division,
S. P. Moore,
24 new agents.
New England Division,
R. F. Ketchum,
20 new agents.
Central Division,
I. M. Benedict,
17 new agents.
Pacific Division,
G. G. Mowat,
16 new agents.
Canadian Division,
C. E. Boomer,
14 new agents.

Varnish Department.

Leaders in General Varnish Sales.
The Southwestern Division appears to be taking this competition for its own. The division continues ahead—away ahead. Mr. Moore still keeps at the top, but Mr. Anderson is pushing well up.

The Canadian Division deserves praise for the effort put into this work.

Its record is very creditable. A swift pace has been struck in this competition. The Southwestern Division has started in with a rush that will give an impetus all down the line.

Southwestern Division,
1st—S. P. Moore,
2nd—J. W. Anderson.

Canadian Division.
1st—J. J. Whalen.
2nd—C. A. Thomas.

Central Division.
1st—J. H. Vance.
2nd—J. M. Benedict.

Western Division.
1st—H. M. McDade.
2nd—Geo. F. L. Dyson.

Eastern Division.
1st—G. C. Schell.
2nd—D. J. Carrison.

New England Division.
1st—A. J. Horton.
2nd—L. B. Wells.

Pacific Division.
Reports not in.

Leaders in Kopal and Excello Sales.

Central Division.
J. H. Vance.

Southwestern Division.
W. W. Wallon.

Canadian Division.
C. A. Thomas.

Western Division.
H. J. Billau.

Eastern Division.
H. T. Sheldon.

New England Division.
A. J. Horton.

Pacific Division.
Reports not in.

Manufacturing Department.

Plant Number One, Cleveland.
The work of dismantling the Dry Color Department is already under way and a large amount of the machinery has already been forwarded to Chicago.

We have been exceedingly busy during the past two months and have found it necessary to have the Finishing Department and some of the

Leaders in Mar-not Sales.

Eastern Division.
H. A. Waterman.

Central Division.
A. D. Joyce.

New England Division.
A. J. Horton.

Western Division.
J. F. Hommel.

Southwestern Division.
J. W. Anderson.

Canadian Division.
C. A. Thomas.

Pacific Division.
Reports not in.

Leaders in C & M Varnish Sales.

Central Division.
N. E. Hills.

Eastern Division.
L. K. Rogers.

Canadian Division.
R. C. Misson.

New England Division.
L. W. Barney.

Now is the time to put extra push into all the varnish lines. While the sales so far have been good—very good, there is a wide field before us, and with the goods we have to offer and the helps we are prepared to give the dealer, we ought to be able to corral the major portion of the varnish business in every territory.

L. J. FASOCCIA.
Mgr. Varnish Sales Dept.

Grinding Departments.

Grinding Departments, put in over time. Through this over time we have been able to keep the orders fairly well in hand.

The last meeting of the Foremen's Club was held on February 23, and was devoted to sociability for the reason that two of our valued members are about to leave us. We refer to Messrs. Ashby and Purdy, of the Dry

Color Works, who leave shortly for the new Dry Color plant at Chicago, to assume the duties of superintendent and foreman, respectively. We regret exceedingly the loss of two such valuable members, both of whom took a lively interest in our meetings, and the club generally. We wish them health, happiness, and all prosperity in the Western world.

At the regular semi-monthly meeting previous the following officers were installed for the current year: President, E. W. Lates; vice-president, J. F. Bradley; secretary, H. Campbell.

Plant Number Two, Chicago.

We are now located in our new offices, and appreciate the comfortable surroundings very much. The Sherwin-Williams Co.'s offices are pronounced the finest in this part of Chicago.

The new Dry Color works is expected to be in operation within a few weeks. We learn from Mr. Ashby that this department will move from Cleveland about the 15th of March. We extend a hearty welcome.

The last meeting of the Foremen's Club was held in the new club rooms on Monday, March 2nd. Supper was served at six o'clock, after which Mr. Parks entertained the club with a description of his trip abroad.

P. & A. Department.

Work on the "E" is going satisfactorily. The increased force is handling the lists with despatch. The Postoffice Department has established a branch office in the building, to facilitate the mailing.

This year the lists are largest and the mailing is quickest. Good work has been done to secure the list, good

The lunch and club rooms have been open since February 15th, and are very much appreciated. One of our friends very kindly presented us with a piano; and better still, we are promised a pianola.

The "spring rush" is upon us in earnest. However, with our new equipment, and facilities for handling orders, we are better prepared than ever to take care of the business. We do not anticipate any trouble in filling orders.

Plant Number Three, Montreal.

There is little of special interest to report this month. The spring orders are larger and more numerous than ever; we handle them to the best of our ability, and things will come out all right in the end, as they always do. In the meantime we are much hampered by lack of space; every available square foot of bins and floors is occupied by stock and we can hardly find room in which to work.

Plant Number Four, Newark.

Up to the time of going to press we have received no notes from Plant No. 4. They are devoting so much time to getting the new equipment into shape to run that we think the matter of Department Notes has been obliged to give way to this new work.

The Press Room and Sample Department.

Work is being done to take care of them. We can confidently look for the good results that are soon to follow.

The Press Room and Sample Department are running to their fullest capacity—over-time every night, to keep pace with the increased business.

GENERAL NOTES.

What We are Doing to Push Dry-o-nite.

In the March issue of THE S.W. P., the placing of Dry-o-nite, the Master Painters' Dryer, on the market was announced to our agents. Enclosed in the magazine was a postal card order blank, so that the agents could send at once for a trial order, which they were urged to do.



will bear out every statement made—you can't speak too highly of it. It is *right*—all the time, and all the way through. Let us repeat some of the talking points: It doesn't cause top-drying; it won't curdle oil or varnish; it won't burn the life out of paint; it won't settle; it is absolutely uniform; it is pale in color; it is a *quick* dryer; it is the most powerful oil dryer on the market.

In THE S.W. P. for April, we'll go after the agents hard again for a trial order. We want the goods tested—that's all.

Have *your* agents send for a trial order.

Annual Meeting of Master Painters.

The annual meeting of the National Association of Master Painters and Decorators of the United States and Canada, held at Richmond, Va., February 11 and 13, was a large and successful one.

The Sherwin-Williams Co. was represented by Mr. L. J. Fasquelle, and Mr. J. P. Minetree.

The members of the Association are representative business men, and men to whom high quality appealed most strongly. This fact shows how beneficial and necessary is the culti-

vation by us of an acquaintanceship and intimate business association with these men.

The next meeting will be held in Toronto, and as this organization is growing rapidly, a still larger attendance is expected. Our salesmen should follow up painters who received our souvenirs at the convention and endeavor to reap a benefit from the start already made.

Splendid Exhibit of The S-W. Co. at a Hardware Convention.

"By far the best exhibit at the convention," was the expression generally on the Company's exhibit at the annual convention of the Ohio State Hardware Association, held at Columbus, February 24 to 26. Nearly 400 visitors signed the register in the Company's exhibit rooms. There was a crowd at the exhibit all the time.

Messrs. L. J. Fasquelle, E. S. Blanchard and A. N. Merrill represented the Company.

Officers of The S-W. Co. Benefit Association.

The annual meeting of the Board of Directors of The S-W. Co. Benefit Association was held February 16, and the following officers elected:

President, Adam Stein; vice-president, E. W. Lutes; secretary, A. E. Oldham; treasurer, A. W. Frank. Relief committee, E. W. Lutes, chairman; J. Myers, J. Bradley, Lester Davis, P. D. George, and John Stollsteimer; W. J. Lawson, secretary, Newark; J. D. Barker, secretary, Montreal, and J. J. Wehner, secretary, Chicago.