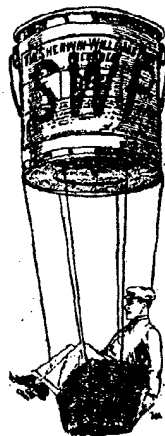


IT'S IN THE AIR.

The success of *The Sherwin-Williams Co.* is felt and talked of everywhere. It's a national success, an international success—it's in the air, everywhere.

Many wonder at it, and account for it in various ways. But the explanation is really very simple. Success did not come by chance. It did not "happen." It never does. It was earned. It is the reward for long years of patient, painstaking, ceaseless work of one kind, the persistent kind, that has accomplished the task of doing something better than anybody else.

That something is making paint, and



that paint is

The
SHERWIN-WILLIAMS
PAINT

the first paint of the land, the greatest paint in the world. It is made in but one quality. It is put up under but one label. It is sold at but one price to everybody.

One Quality,
One Label,
One Price,

has made the enormous sale, the world-wide fame and the unrivaled reputation of The Sherwin-Williams Paint.

Nothing can stop its progress. It's growing faster today than ever before, and sweeps before it all opposition because of its merit.

THE SHERWIN-WILLIAMS CO.
PAINT AND COLOR MAKERS.
CLEVELAND, CHICAGO, NEW YORK, BARTHELEMY, BOSTON

The Cham



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The Chame

Published on the Fifteenth day of each
THE SHERWIN-WILLIAMS PRESS, 31 MI
Cleveland, for the interest and
THE SHERWIN-WILLIAMS Co.'s loyal sta

VOL. II.

AUGUST, 1899.

WHAT MAKES SU

BY THE VICE-PRESIDENT.

IT IS not often that a manufacturing concern can
career of thirty years and analyze the various
to its success. Such, however, is the enviable
Williams Company, and the main purpose of this
the experience gained after those long years a
that has brought about such results.

Thirty years ago the name of Sherwin, Wi
over the door of a modest store on Superior Street
dealers in Paints, Oils, Glass, Etc. A long tin
very short period to one who can retrospect as
were then connected with the Company are at
the President, Mr. H. A. Sherwin, and the Vice-
article.

The growth of the business was assured from
for it is, to my mind, entirely due to the policy w
by its Managers, and has been adhered to, with v
This policy involved a thorough and comprehensi
ness to its minutest details; a determination to
the best and which would be found to be so by o
sentation in the way of traveling salesmen w
quality as could not fail to make its force reco
might come in contact. In short, perfect organiz
fect and honest representation, when persistently
bring success to any business. By these method
modest beginning and small capital, The Sherwin
evolved, which now covers the United States
Florida, from the Pacific to the Atlantic, and all o
own momentum reaching out to make its merit
the confines of our own land.

Such progress and such success can not fail t
tion to us all, and especially to those of the "Old
who have for so many years been active in its serv
potent factors in securing the results. Many who
gone, some to that bourne from which no travel
memory! Some for the purpose of engaging in o
retirement we much regretted; and some, who,
ideals of the Company, have given up the struggl

During all this long period of time there has

step backward, new life has constantly been injected, and today, by means of an organization more complete and effective than ever and with our unrivaled manufacturing facilities, we turn out a product, larger in quantity and better in quality than any that is to be found elsewhere in the world.

An earnest and sincere belief in the above on the part of everyone connected with the Company is an absolute necessity, if you hope to make your position a successful one, and my advice to you is that if you do not feel so, you had better get right, at once, or seek other occupation. Never attempt to do anything in a half-hearted way, for certain failure is before you if you do.

The S-W. Co. now stands firmly rock-ribbed and the opportunity for the successful advancement of everyone connected with it depends on his earnest endeavor, supplemented by the backing which the character of the products and its management can give you.

E. R. Williams

Central Division 19th Annual Outing.



THE greatest part of the story of the Cleveland outing could be told in these few words: It rained all day. But because it takes something more than rain to drown the enthusiasm

and dampen the ardor of an S-W. gathering, it will take longer to tell the whole story.

Rainy-day picnics are a sad part of everybody's life. Few of us escape them. It is a matter of historical interest, however, that this is the first experience of the kind in all the nineteen years of The Sherwin-Williams



The Picnic Train at Euclid Avenue Station

outings. The day, July 15th, began deceptively with sunshine, and remained bright just long enough to make possible a photograph of the train. The rain began to fall before the city limits had been reached, and it didn't stop once the rest of the day.

Silver Lake, about 30 miles south of Cleveland, had been chosen for the day's outing, and fortunately

so, too, as there is not a better sheltered picnic grounds to be found. There are ample eating halls and pavilions, so that every body could keep out of the wet and have a good time, while the walk from the train was short. You didn't have to get wet unless you were restless and chose to roam the forest instead of keeping under roof.



Of course it was out of the question to try to conduct the program of games. So instead of immediately tramping off to the field, as is the custom, the whole body of picnickers went instinctively to the lunch tables. You can always eat at a picnic, rain or shine, and everybody was doing so within an hour after the

arrival.

Prof. luncheon to dancing, at one o'clock, was filled up variously. Some went in bathing and enjoyed the water toboggan. Others sat down to singing, cards or conversation. Everyone waited more or less patiently and tried



THE CHAMELEON.

interest and well contested by about six couple. The prize was finally awarded to Miss Kittie Rose and Mr. George Paskert.

After the cake walk the donkey race was called in the pavilion. May Paskert winning the first prize. Phil Steyer, Jr. the second and Quenne Probst, the third.

Train time came somewhat welcome, yet it was the general opinion that it had been an enjoyable day. After all it is the spirit with which you enter into a thing that decides whether it be filled with clouds or sunshine.

In point of numbers the outing was certainly a success. There were over 400 people in the seven coaches.

It is to be regretted that more photographs could not be taken, but considering everything we are very lucky to have even the one of the

train to show to you. And what we lack in photographs has been more than made up by our artist.

The outing committee consisted of J. G. Weber, Chairman; A. E. Oldham, Secretary; J. Myers, P. D. George, J. P. Gibbons, John Bradley, and W. R. Piper.

Those in charge of the postponed games were, Judges, S. P. Fenn, M. J. Sims and E. M. Williams; Starter, P. D. George; Time Keeper, W. J. Lawson; Managers, John Stolsteimer, Harry Bradley, H. S. Austin, E. W. Lutes, Philip Steyer, T. J. Purdy, J. C. Earl and W. J. Critchley. H. D. Whittlesey was to captain the Office base ball team and W. O. Baker, the Factory team. C. O. Proceus, W. T. Lawless and E. Oldham, were Floor Managers during the dancing.



Canadian Division First Annual Outing.



ONTARIO fared much better than Cleveland, and their outing day contained nothing to mar its pleasure. Perhaps this was some wise plan of Dame Nature to assure success for this first Sherwin-Williams picnic on Canadian soil, and it was a success in every way.

The outing was held on Thursday,

July 13th, at "Isle Gros Bois," reached by boat from Montreal. Over 200 employees and friends took advantage of the excursion, leaving the Longueuil wharf on the steamer "Horcheloga" at eight o'clock.

The trip down the river occupied about an hour, and the time was used to good advantage by the factory and office people in getting better acquainted with one another.

Promptly on arrival at the grounds the Committee in charge of the games

THE CHAM

proceeded to start the ball a rolling. There were no lack of entries for the different events, and all were well contested.



The Montreal

The first event on the program was the 100 yd. dash, in charge of Bert S. Lutes. This had to be run in two heats, as there were 25 entries. The final heat was won by B. C. Kelson in 11 3-5 seconds, with J. Ellard next, and N. Manning, third.

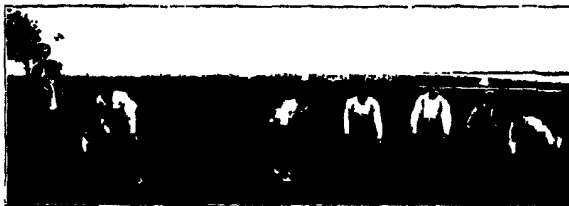
The second event was the three legged race, in charge of E. R. Whitehead. There were twelve couples entered for this, and it was won by B. C. Kelson and N. Manning, with J. Wadham and W. Murphy second.

The 50 yd. dash for ladies, in charge of Geo. E. Robins, was won

by Miss K. Prendergast in 9 1-5 seconds, with Miss S. Buvey second and Miss McKenna third.

The 440 yd. run in charge of Bert S. Lutes, with 20 entries was won by B. C. Kelson, G. C. Fletcher, second





Ready!

race, was won by the teams under the captaincy of J. H. Hawkins. The team captained by B. C. Kelson came second, and F. A. Scott's team third.

The program of games ended with

a Tug of War between a team of picked men under the charge of F. A. Scott and Bert Lutes. It took three pulls to decide which was the better team, but eventually F. A. Scott's men won.

It was just dinner time at the close of the games and the various parties opened up their baskets and proceeded to enjoy the good things.

Shortly after lunch dancing commenced and was kept up until the time for departure.

This part of the program

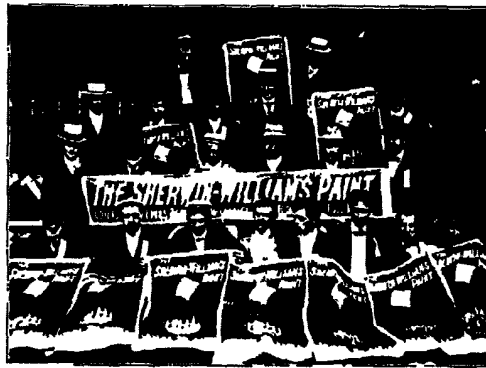
was ably attended to by J. H. Hawkins who was assisted by E. R. Whitehead. Ratto Bros' Orchestra furnishing splendid music.

Those not interested in dancing adjourned to the base ball ground to witness the match between the Office team, under J. H. Gordon, and the Factory team, under A. J. Chambers. W. A. Farmer acted as umpire. Seven innings were played and the score was 6 to 5 in favor of the Office.

wishes from our President. General Manager and several others were read by Mr. Ballantyne, who made a few remarks, as did also Mr. Johnson and Mr. Seiplein. The Outing Committee was composed of Messrs. C. C. Ballan-

The boat left the grounds at 6.30 and the party arrived in the City at 8 o'clock. A portion of this time was spent in awarding the prizes.

Letters of good



Signs of the Times at the Montreal Outing

tyne, J. H. Gordon, W. R. Seiplein, B. C. Kelson, Bert S. Lutes, W. A. Farmer, F. A. Scott and J. H. Hawkins. The judges for the games were, C. C. Ballantyne, Robt. Johnson, R. C. Mission, Jos. Larasse and G. Drainville.

W. R. Seiplein acted as starter, and J. D. Barker officiated as time keeper.

Everyone feels that this outing has done a great deal toward furthering a spirit of loyalty and co-operation among all employees.

The Advance

BY A. M. PARKER

THE circular letter to our agents which we print below, gave in brief the causes for the advance in prices August 1st.

The advance in the cost of raw materials makes it necessary to advance our prices as below, taking effect August 1, 1899.

The Sherwin-Williams Paint (prepared) S.W.P., 10c per gallon.

The Sherwin-Williams Porch Floor Paint, 10c per gallon.

The Sherwin-Williams Special Interior Colors, 10c per gallon.

The Sherwin-Williams Special Floor Paint, 10c per gallon.

We are pleased that it was possible for us to defer this advance until now, thus avoiding annoyance to you during the busy season, but the continued advances in costs make an advance in our prices to you now absolutely necessary.

Costs to us may still be higher; there is no probability of their being any lower in the near future. We trust that we may be favored with your usual orders for stock for fall trade.

THE SHERWIN-WILLIAMS CO.

August 1, 1899.

That an advance might be expected at any time was carefully outlined in 'THE CHAMELEON' of April, and in 'THE S.W.P.' of May our agents were all given the very explicit details regarding "our position on the advance in prices." That nearly all were anticipating an advance is evident by the very few letters received from agents expressing surprise.

That there will be considerable discussion regarding market prices now, as compared with market prices this spring, goes without saying, and a word or two on that subject defining our position will be of assistance to our travelling force.

If we had based our costs on the market price of raw materials we would have been fully warranted in advancing our prices this spring, but we based our costs on our favorably

From one of our largest customers:
 "I have your favor in relation to advance. Will be governed accordingly. We are getting somewhat hardened to this sort of treatment and it doesn't effect us much these days. We will be glad to continue our patronage with you."

We print the letter of J. H. Trippe's Sons, one of our best agencies in the Eastern Division, in facsimile, its spirit is so very commendable. The salesmen could show it with advantage to customers who are apt to take a less cheerful view of the matter.

OUR SPECIALTIES, W. H. Trippe J. H. Trippe

J. H. Trippe's Sons,
 Hardware, Tinware, Paints, Sporting Goods, Etc.

Canton, Pa. Aug. 2 1897

The Sharon Williams Co.
New York

Gentlemen,

Your letter regarding new price on S. W. P. was duly received. We regret that you were compelled to advance price. yet - owing to the increased cost of raw materials we feel that your action was entirely justifiable and we cheerfully accept the new scale of price.

Shall push the sale of S. W. P. in the future as we have in the past.

Enclosed please find order for goods.

Yours truly,
J. H. Trippe's Sons

Present Conditions of Trade.

BY G. F. PRATT.

IN THE face of the advance in prices in all kinds of raw materials as well as manufactured articles, not only in our own lines but in all others, it behooves us to weigh the situation carefully and lay our plans so well that we

will not only be able to hold our own business but also be able to secure new customers. The situation is a critical one and one in which the best judgment and strongest arguments must be used.

It is not as if we were at the beginning of a boom or as if prices were just beginning to advance. It has been truly said that it is a good thing to buy on an advancing market; but whether it is a good thing to buy on an advanced market depends largely on the causes leading to the advance and whether the advance will be sustained.

During the past year we have experienced a demand for all kinds of material which has been greater than for years and which has taxed to the utmost the capacity of the producer. It has been almost impossible to secure an adequate supply of any kind of raw material and in many cases manufacturers have been obliged to buy outside of their contracts and pay nearly double the contract price in order to supply their customers with goods. This has exerted a strong influence on the price of raw material until in some cases it has advanced 150 per cent. over the contract price a year ago, and even at this advance the producer is unwilling to contract for another year.

In fact so great has been the advance in many lines that manufacturers can not purchase raw material, manufacture their goods and sell at last year's prices without incurring a loss so great as to render bankruptcy inevitable. Some manufacturers who see no way of securing an adequate advance have decided to curtail their output or go out of business. Others have already made an advance of 15 per cent. and many more are seriously contemplating one.

It is a good time for us all, because, while we may not be able to do quite so much business during the next few months, as soon as the situation is fully appreciated and people realize that it has come to stay, matters will

before our customers in a business-like manner we cannot fail to be benefited.

Anyone who has followed the course of events during the last six months must realize that in order to remain in business, under existing conditions, a manufacturer must either advance his prices, or cheapen his products, unless he has been making an exorbitant profit. We have not been making an exorbitant profit and we can not afford to cheapen our products. If this advance is placed before our customers in this manner they cannot fail to admit the wisdom of our decision

and having admitted, they must buy.

Many people are of the opinion that recent advances are due to trusts. They are not. Nothing but the laws of supply and demand can sustain an advance for any length of time.

Some people think present prices will weaken; some think there will be a slump, while many are facing the situation boldly and announce that they believe they have come to stay and that they are glad of it.

Prices have been advanced by natural causes and they have come to stay.

What is a Protective Paint?

BY J. C. SEARSDALE.

THE remarkable growth of the steel industry and the new uses which are daily being found for that material, constantly brings the problem of how best to protect steel, so as to obtain a maximum of life, more forcibly before those interested. The subject has had much attention at our hands, and in one or two articles recently published in THE CHAMELEON something of the results that have been obtained was indicated.

For a number of years most of the new iron work erected around the factory has been protected with our Carbon Paint and from time to time the results have been transmitted to those interested in its sale. We never yet had a failure and the last result to which your attention was called, namely, the bottom of the bridge, was a specially conclusive one, being the best demonstration of the value of Carbon Paint that has as yet come to our notice.

It has been difficult to interest people in Carbon Paint owing to the fact that the price was not attractive,

but with a result so well demonstrated, that feature ought slowly but surely to be forced into the background.

The question constantly arises, however, as to whether Carbon Paint is a good and satisfactory protection for steel. The answer is that it is the scientifically correct paint for the purpose. The base pigment, carbon, is used in the paint trade under various forms. As a pigment under any of its forms it is absolutely inert and has no chemical influence upon material with which it may be mixed or surfaces to which it may be applied. It is practically indestructible by weather or, in fact, from any other cause except intense heat. Many of the pigments used in paints of this character have had more or less chemical affinity for the iron and steel upon which they have been applied. This is and always must be a fatal defect and is the chief objection to the use of iron oxides in any form and even to the use of Red Lead, these two being the most popular and generally specified pigments. The fatal weakness in

these pigments lies in the fact that they are both somewhat easily disintegrated and in so changing give up their oxygen, which, in attacking the steel upon which it is applied, causes rust, thus giving the exact result that the paint is intended to prevent.

While the correct theory for the best paint for protective purposes must provide for a pigment that is chemically inert, it is in our opinion even more important that the vehicle in which the paint is prepared be right. The vehicle used in Carbon Paint is absolutely pure linseed oil: not, however, the linseed oil of commerce but an oil which we specially prepare for this purpose. The treatment consists in removing from the oil all of the

Agents Worth

BY ALEX. BELL.

IN ALL the Divisions we have, doubtless, agents of these three classes—good, bad and indifferent.

A striking instance of the value to us of having a good one came before the writer a few days since when at Oil Springs, Ontario, where we are represented by Messrs. Vantage & Fairbank of Petrolia, Oil Springs and Bothwell. These places are in our Canadian oil well districts and our agents are the largest dealers in oil well supplies in this country.

Their Oil Springs manager, Mr. Jackson, has done a lot of the right kind of work for S.W.P., as he is a strong believer in it. As a result of his good work, it transpired that when the school board called for tenders or bids, for materials to be used in repainting the school house in their town every member of the board had previously been canvassed, individually, for S.W.P. for his own use.

Some of them had used it and knew

EDITORIAL.

Work Without Kicking.

A great portion of the rising generation is growing up with a radically wrong conception of the true spirit of work. We are trying too hard to suit ourselves and "kicking" too much when things don't go our way.

We are working much more earnestly for ourselves than for our employers. Our own pleasure and convenience have come to be our most important aim. We consult our own tastes first and the employer's wishes last.

What we need is a little of the spirit of the old apprenticeship days, when immediate self wishes and comfort were downed in service that looked toward the future.

The business schooling that begins with sweeping and window washing graduates successful men. But all that will be soon entirely out of fashion unless we learn to do less fault-finding and more work.

A willingness to do any honorable thing that an employer can ask ought to rise on his own merits. But, through a false idea of our relation to the employer, we are rapidly growing to be a race of "kickers" and fault-finders. We work too much under protest.

We rarely go ahead in the good, old-fashioned way, doing everything we can the best we can, whether it is what we would like to do or not. We don't accept the conditions under which we have to work without question, or try to make the best of them so long as our superiors see fit to impose them.

We find fault and complain and "kick", and sometimes we strike.

It is all fundamentally wrong. It is not loyal, whole hearted service, and

further more it works far more injustice to ourselves than to those we work for. We can never advance or succeed if prompted by such a spirit.

The common-sense mode of life teaches us that patience and endurance are cardinal virtues, and that even though affairs do not always suit our own ideas it is best to put up with them. A little inconvenience or discomfort, a little more work than we get paid for ought not to disturb our peace of mind, and they won't so long as we don't find fault.

It doesn't pay to become restless under minor conditions that are not just to our liking. If we submit to them gracefully and accommodate ourselves to them we are grasping one of the very best helps to success, to say nothing of the time and worry we save.

Did you ever hear of a man "kicking" his way to success? Yet the world is full of men who believe that by fault-finding and "kicking" they are looking out for their best interests.

The true spirit of work, however, eliminates all possible fault-finding and dissatisfaction. It gives men judgment to overlook the annoyances and hardships of the present and see, beyond, the good that is gained by making the best of them.

This doctrine doesn't mean that we should be totally blind to our own rights and let people walk over us rough shod. But it isn't the tendency of the times to allow that.

All our caution is needed to avoid the other extreme, to cultivate less sensitiveness and more forbearance, to look out for our own ease a little less and study the rights of others.

The world needs men who can "kick" less and work more.

System vs. Red Tape.

No one will deny that system is necessary in a large business to keep its various departments connected, record its progress, and facilitate operations.

Every feature of a system that serves these ends is good; all else is "red tape." To say that a system is "elaborate" is nothing in its favor: is it "serviceable"?

It will lessen the difficulty of distinguishing between what is necessary and what is useless, to remember that system costs money, and should be regarded as an investment. And as all unprofitable investments are discarded, so every record, every method, every report, that is not worth what it costs, must be dispensed with.

Business systems are human, and therefore not perfect. Our own system is a good one, but its *best* quality is its capacity for improvement. Each new book, or new form, is better than its predecessor, and will be made better still next time.

Let us bear in mind that system is



BRUSH MARKS.

Central Division Notes.

Mr. Cottingham writes that he and Mr. Richardson, who accompanied him to England, had a very pleasant voyage. Quoting from his letter, "We had a couple of days pretty rough, when a large percentage of our number succumbed to sea-sickness and the dining room looked empty and was little sought by the majority. Richardson and myself never missed a meal and have grown hungrier every day."

Mr. Cottingham and Mr. Richardson are expected back about the end of the month.

A set of lantern slides showing our lunch rooms, laundry, various parts of the factory, horses, picnic train, copies of *THE CHAMELEON*, etc., is being prepared for Mr. W. H. Tolman, Secretary of the League for Social Service, to be used in his lectures on *Social Economics*. Mr. Tolman will deliver this lecture in England and later in Paris during the World's Fair. The S-W. Co. will obtain some very valuable advertising in this way.

Mr. E. P. Williams is enjoying the annual cruise of the New York Yacht Club, as the guest of Mr. Colgate Hoyt on the steam yacht "Tide".

Messrs. L. C. Webber and H. E. Billau, of the Western Division, called to see us on July 27th.

Mr. S. P. Fenn has been visiting in New York, Boston and Montreal. He took "Jack" with him, which was of course greatly appreciated by those who had had no opportunity to see our "Trade Mark in life" before.

We have just made our first shipment of samples to Belize, British Honduras, Central America. We keep pushing to "cover the earth".

Mr. H. D. Whittlesey has been spending his vacation days at Blue Hill, Maine.

Mr. C. F. Pratt and all the C. and M. Department Salesmen were in Cleveland the week of July 31st.

Mr. H. M. Ashby, formerly with Armstrong & Co., Chicago, was appointed superintendent of the Dry Color Department on July 1st.

Mr. L. M. Williams, is spending part of his vacation at his home near Cleveland.

Western Division Notes.

We are glad to be able to report Mr. Walton as fully recovered from the injury he sustained in a railroad accident some time ago. He left Chicago on the 5th, enroute to his new territory, Arkansas.

The visit paid us by Mr. Cottingham and Mr. Parks in July for the purpose of revising territories has resulted in the establishment of several new ones. This necessitates a rearrangement of all of our territorial records, and means a handsome increase in the number of new S. W. P. agents in 1900 over 1899.

Early August brought us visits from the majority of our salesmen, returning from their vacations. All reported having enjoyed their well-earned rest.

Vacations of the members of our

office force began July 15th. Bi-weekly departures for a season of employment will occur regularly up to September 1st.

An informal meeting of the salesmen was held in the office on the 4th inst. Discussions were held as to the most effective method of prosecuting the Fall campaign.

One of our Iowa S. W. P. agents addressed us recently, giving the name of a party that would shortly establish a hardware business in another town. He expressed the hope that we would sell him S. W. P. and concluded with "I wish it was the only paint sold in the State of Iowa."

Mr. Thos. V. Wright has been engaged to fill the vacancy in our Account Department, caused by the return of Mr. L. R. Rogers to Cleveland. The latter leaves us to accept a position in the Sales Department of the Central Division.

Eastern Division Notes

We have been favored with a goodly number of the "loyal staff" in New York during the past month. Mr. Cottingham arrived with Mr. Parks to spend a few days in the readjustment of territorial lines for another year. Mr. Fenn came with "Jack", the chameleon, and spent a few days with us. Mr. Richardson was also with us, as well as Mr. James W. Ward, who has been putting in his work for the past few weeks on Eastern ground. We were also glad to welcome Mr. Sieplein, of Montreal, on a flying visit.

Mr. Cottingham and Mr. Richardson sailed for Europe on the 22nd of July, and a hearty "bon voyage" went with them.

Mr. Fenn, who was present, then said a few words, expressing his congratulations and those of the entire Sherwin-Williams Co. He was followed by Mr. Sieplein who spoke, commending Mr. Scott on his faithful and efficient service and congratulating him in behalf of all of the working men.

Toronto.

The first week in August we received an order *by mail* from our Samar agents for over 200 gallons S. W. P., as well as other paints. Their holidays have evidently been of benefit to them.

The month of July in the city has been rather more brisk than we expected for this season of the year. Several of our agents have reported our paints moving and are sending us good orders.

We were pleased to have another visit from Mr. Wise, and we expect him soon to have the Canadian carriage trade in his vest pocket. If we were to judge by his smile we should have grave suspicions that he has it there already.

Mr. George Clark of the Central Division paid us a flying visit on his way home from a vacation trip.

New England Division Notes.

Mr. Fenn spent a few days with us, going from here to Montreal.

We were delighted to see "Jack", whom Mr. Fenn brought with him, and, after being presented to the office, we placed him in our window, where, as usual, he made a hit. Staid old Boston became enthusiastic over him and, although he painted the town with his usual assortment of colors, he was not disturbed. We all regretted that he

could not remain with us.

If in need of fly-catchers, apply to the New England Division.

July business has been a pleasant surprise and there seems to be no let-up.

Messrs. Hatfield, Barney and Webster are in the harness again, ready for the Fall campaign. Mr. Hare left on a vacation Monday.

Mr. Ward has put in an appearance. The town will be properly painted ere he leaves us.

We had the pleasure of a short call from Mr. De Witt Whittlesey on his way to Blue Hill, Me.

Richard Dietrich, a young man in our shipping department, while out purchasing goods for us the other day, picked up a \$1,000 bill. He immediately told the proprietor of the store and only a few minutes had elapsed, after our clerk had made this valuable find, when the owner of the bill rushed into the store, asking if it had been found. Identifying his property, he rushed away with it without even saying "Thank you" to the finder. Although our employee did not receive even "Thanks" for his honest work, we wish to express our appreciation of his honesty.

An Expression of Pride.

I see by the last issue of THE CHAMELEON that the invitation is extended to all to send a few words or suggestions to aid the success and advancement of this great Company, for great it is in all senses of the word. I thought I would try to express the pride I feel in being connected with such a firm as The Sherwin-Williams Co. Year

after year I have seen their progress onward and upward until they have succeeded in making this the greatest and most perfect paint manufactory in the world.

S.W.P. leads, let others follow. I know I voice the sentiments of all connected with this Department when I say, May they always lead! They certainly will do so as long as such energy, zeal and perfect business methods are used. I think it a good idea that the heads of the various departments should exchange experience and offer suggestions for the mutual good. This is an age of progress and we must keep close to our leaders or be left behind, and a timely suggestion often gives us just what we need to start us on the right track, and, as our firm has taken thought for the comfort and well being of every person in their employ, so should we take thought for the interest of the Company and all strive to make each year in turn the banner year.

J. E. BRADLEY,
Foreman Oil Works, Cleveland.

Visitors the Past Month.

July 7.—E. E. Bruce, of E. E. Bruce & Co., wholesale druggists, Omaha, Neb.

July 28.—Wm. B. Kelley, General Manager The Am. Fire Co., Philadelphia, and his two daughters.

N. B. Jones, Lansing, Mich.

July 31.—J. T. Elson, with James Reid & Co., London, Ont.

August 7.—Mr. Meinertding, of Schroeter & Meinertding, Fort Recovery, Ohio.

A Lithograph Suggestion.

Why not have printed at the bottom of the large lithograph of plant for 1900—"The Sherwin-Williams Co. of North America"?

JOSEPH P. MINETTE, JR.



The S-W. Exhibit at the Russell House, Detroit during the M. S. H. A. Convention.

A Sound Convention Lesson.

I think there was brought forth at the recent convention of the Michigan State Hardware Association in Detroit a valuable lesson.

Our exhibit was placed in room No. 1 at the Russell House. We had our usual display of advertising matter, which, thanks to Mr. Whittlesey's artistic taste, was very cleverly displayed. We had "Jack", too, and really if we had just shown "Jack," and nothing else, I think we would have had the crowd with us.

The point I wish to make is that we had, in the way of refreshments for our guests, cigars, good cigars and plenty of them, but nothing else. Our next door neighbor had a punch bowl going, and all manner of liquid refreshment, but we had the crowd from first to last. We did not find the slightest need for more than we gave, and three times during the first day of the con-

vention word came to room No. 1 that the members of the Association would find the convention in session in the Convention Hall, and not in The Sherwin-Williams room.

Of course the presence of "Jack" had a great deal to do with bringing the crowd our way, but the fact that we did not use other means of entertainment, created a valuable, lasting impression. I am sure it will bear fruit in future meetings of like nature.

All hail to "Jack", long may he live, for his star will ever shine brighter and his shield will ever make The Sherwin-Williams Co. more famous.

L. J. PASQUELLE.

[The Convention was held July 12th and 13th. Mr. Whittlesey and Mr. Pasquelle representing us there. —Editor.]

An "S. W. P." Album.

Acting upon the suggestion of Mr. Sherwin in last month's issue of THE

CHAMELEON, the printing department of the Central Division has established an "S.W.P." (Some Worthy People) photograph album. The album is to remain the property of the department and will contain the portraits of present and future employees, together with a biographical sketch of each one. A visitors' register may also be added. Cabinet photographs of any member of the loyal staff, accompanied by a biographical sketch, will find a place in the album. J. C. EART.

High Praise from a Chicago Agent.

Chicago, July 26, 1899.

Mr. A. M. Parks.

The Sherwin-Williams Co.,

Cleveland, O.

Dear Sir:—My recent visit to your Cleveland works was so full of interest and so pleasantly and profitably instructive that I should not like to let the opportunity pass without thanking you most cordially for the attention shown me.

Having been for many years past in correspondence with your esteemed house, I thought myself familiar with its general and always satisfactory business methods. The day spent in carefully looking through the different departments of your works has given me food for much practical thought and so many illustrations of what may be accomplished by systematic organization, ceaseless attention to detail, and applied skill in manipulation, that it will leave a permanent impression valuable to me in the conduct of many departments of our own growing trade.

I had no conception of the magnitude of the operations conducted at your works, no idea of the completeness of your system, and little thought that a concern absorbing such immense quantities of oils, leads, minerals and coloring matter could be conducted





THE CH. MELEON.

with letters, we fear that by our absence we may be adjudged non-interested. Not so, however, for after canvassing our little band I found a lively interest; and I asked what struck them most in the July issue. I am pleased to voice their sentiment in saying the President's article is inspiring to a high degree. We read between the lines, and see a patient gentleness coupled with industrious perseverance: a lesson to us of *order in detail*, and honor in the work-shop.

The editorial "One Day at a Time" is to me as a fond caress, by a loving hand, given in a time of need when shadows are darkening a day of perplexity.

By these few words we desire to express our appreciation in that we are privileged to constitute.

The Working Band of The Montreal Varnish Department.
July 31, 1899.

Best Colors on Largest Schooners.



The "John B. Prescott."

At the ship yard of H. M. Beau, Camden, Me., I today witnessed the launching of the four masted schooner "Anna Murray". The most interesting fact in connection with which was that she had been painted with The Sherwin-Williams Co.'s Naval Black.

Mr. Beau built the "John B. Prescott", the largest fore and aft schooner in the world, also painted with our

Naval Black. This five masted vessel, a photograph of which is shown here, is 470 feet over all, has a depth of 22 feet, beam 44 1/2 feet, with a carrying capacity of 4,445 tons. She spreads 10,000 yards of canvas and presents a fine appearance when at full sail. She was launched the first of the year.

Mr. Beau has now under contract two four masted, which he expects to finish in October and then he will lay the keel of a six masted (the first one ever built, I believe). The cheering part of this is that they will all of them be painted with The Sherwin-Williams Co.'s Naval Black. F. B. HARR, Rockland, Me., July 6, 1899.

New Agents Record.

The leaders in the record of new S.W.P. agents secured in each Division up to August 1st are as follows:

Canadian Division.	Ben. D. Ross.	40 new agents
Western Division.	Henry E. Billau.	30 new agents.
Central Division.	L. J. Fasquelle.	28 new agents.
New England Division.	C. F. Hatfield.	26 new agents.
Eastern Division.	Jas. P. Minette, Jr.	15 new agents.

The same relative positions are held as in the report up to May 1st.

Only three more months in this race, and some are pretty close to the leaders.

We congratulate each and every one who has made gains and while all cannot lead, there is still room for gains in other territories.

"Time spent in taking a holiday is well invested providing the holiday is wisely spent. There is nothing that is surer in the long run to give better results. Mind and body are invigorated and the days lengthened for earning more dollars.—*Canadian Hardware.*"

THE CHAM

Cran

BY E. P.

MADE of iron they answer a purpose. We can put our foot on them, drive them by steam or chain them to the lightning. We have no controversy whatever with this kind. The world could not do without them, they are a blessing.

We are puzzled only with those of another sort, such as come in our way clothed in flesh and muscle and bone and having the appearance, in so many respects, of reasonable and pleasant men. Nothing will drive them. There is nothing in heaven above nor in earth beneath equal to them. Their motive power wholly within themselves is subject only to their own supreme will. They have a mission to serve in the world, beyond any doubt, but like the measles or smallpox, it is hard to explain what it may be. They thrive in any soil, they endure any climate; at 110 degrees in the shade they are in their element.

Not always to be discerned at first sight they are often a surprise and we discover them only by acquaintance. The salesman finds them and grows gray earlier than if he did not. The financial man loses sleep in trying to please them. They live and flourish whether we can understand why or not. We have to deal with them and how to do it satisfactorily is a living question which often troubles us. An example of what I mean is before me just now for treatment.

Our representative sold a man his first order early in the year, "Due June 1st". Nothing but usual terms of sixty days were mentioned on regular purchases, several of which followed in due order. Shortly before the maturing of the first invoice on June 1st, a statement was sent calling

way or, another, why should it not be determined then and there, agreed to it satisfactory and refused if not. Such information will always be appreciated by the credit man and collections governed accordingly: even more, we in the offices

will be most thankful for it and some of the disagreeable impressions indicated in this correspondence avoided.

Prevention is better than remedy often, though it be with eccentric and cranky men.

High Speed in the Railway Department.

BY EDW. M. WILLIAMS.

THE readers of THE CHAMELEON will be interested in some facts relative to the gratifying results of our railway business based on reports covering the work for the period from November 1st to August 1st. These reports cover the entire business of the railway department in the United States, including Marine and Street Railway.

The business of the department last year was the greatest we have ever known. Despite this fact we this year show a greater increase in the volume of business than ever before.

We have already received orders for more material than came to us for the whole of last year.

April showed a larger business in dollars and cents than any previous month in the history of the department.

May was larger than April by \$500, while July smashes all previous records by an increase of \$2,000 over May.

These figures are gratifying and we give all honor to those who have contributed to this remarkable growth. Like an army we have marched from victory to victory.

Yet an analysis of these figures gives us something besides our success to ponder on. They show weak spots to be patched up, they show where work hitherto not done must be done: they show where present successes must be followed up if we are to complete and

round out our campaign to a successful finish. It is not victory in this skirmish and that battle that yield lasting results. We can rest on our laurels only when a well planned and energetically executed campaign has been prosecuted to its finish. These are facts patent to all.

Let us apply them to the present state of that portion of our Railway Department battle, the field work of which is carried on by our trade salesmen. With a gain of 50 per cent. in this part of the work some may think we ought to be satisfied. But let us look at the weak places.

There are thirty territories in the United States reporting work in these departments. In thirteen we show a gain over last year. In six more where there were no sales reported last year we now have business. Let the eleven who are not yet on this roll of honor get there before the first of November. Each one of them can do this in the two months and a half yet to come. Let those now ahead of last year spare no effort to keep there and, bearing in mind that each is a part of a grand whole, force his sales to the highest possible limit. So possibly one by a large gain may average up the smaller gain of another. For we will not admit that a single one will fail to show a gain.

Plan your campaign. Ask yourselves such questions as the following.

Though you have doubtless done so before, do it again now.

How many of the railroads, street railway or steamship companies on my list have I not called on?

Have I given any attention to Car Surfer and Primer?

The master mechanic of the N. Y. Z. road said he would not do any painting on his cars this year. Would it not be well to see the Chief Engineer? Perhaps he has some bridges or depots to paint.

What parties said they would not be in the market until Fall?

My total railroad sales show an increase despite my shortage in depot paints. Can I not make this good?

Consider your sales report according to our classification of our different lines. Consider it as showing what roads assigned to your territory do not appear among those whom you have sold. Use our help, use the advertising matter, place samples, get the house to write letters. In short go in to win. You can all do it.

Rounding up a Lead

BY C. F. HATFIELD.

NO doubt every salesman connected with The S-W. Co. can spot a customer, here and there, who lacks the courage to talk Prepared Paint.

There are many of that class in New England where they have been "raised on" lead and oil, and all the far reaching arguments that you can put forth seem to have but little effect. We are gradually bringing the dealers around however, not only by argument but by showing them actual results.

The case I have in mind is a new customer located near Boston. Of course he had always sold lead and oil, with only now and then a few

handed me two or three names, including a contractor and builder. As he did so he smiled a "smole," much as to say, "The builder will make a monkey out of you." (The builder had under construction about thirty new houses.)

I found the owner and painter rather a hard proposition. I talked First Quality and Liquid Filler and wound up by reading the little book "About Prepared Paint." They were persuaded to try S.W.P. on one house, which amounted to ten gallons. Inside of thirty days they had ordered nearly 100 gallons, over 500 lbs. First Quality, including a quantity of The S-W. Co.'s Liquid Filler.

We allowed a rebate on S.W.P. to the agent, who was too surprised to say even "thank you." I explained there was no patent on a deal of this kind, and that he could frequently do the same thing, instead of talking lead and oil.

I find that it pays to work up thus a weak customer of that kind, to show him the need of a little more confidence, or whatever it is that he lacks. It will get him in line about as quickly as anything you can do.

"Chameleon" Elixir.

There is an old saying among whist players, namely: "When in doubt, lead trumps." This saying somewhat changed, applies, and very appropriately too, to all salesmen of The

Sherwin-Williams Co. "When in doubt, read THE CHAMELEON."

I have with the utmost interest and pleasure, read and re-read each issue of THE CHAMELEON, and I can safely say that after each reading I have felt imbued with a fresh spirit, particularly so, after reading the splendid articles written by our General Manager Mr. Cottingham, Mr. Parks, Mr. Pratt and Mr. Wood, which seem to inspire one with the feeling, that he cannot lose; that he must and will secure his objective point, no matter how high it is set, and when you begin to feel the influence of the "Elixir," you get an ambition which simply cannot be overcome by our competitors, and you can "tackle the biggest thing on earth." I think I am voicing the sentiment of our entire force when I say that the "Elixir" derived from THE CHAMELEON has rejuvenated and assisted them very materially.

This indomitable spirit was renewed considerably at our last convention, and since then, has been greatly helped along by "Chameleon Elixir." I am always looking for its appearance, as it gives renewed business life and vigor. In conclusion I would ask the Editor of THE CHAMELEON to make his "Elixir" still stronger and more life giving, for I think all the boys are anxious for, and desire more and stronger injections of this life giving fluid.

W. B. WISE.

