

The Chameleon

FOR JUNE, 1903

The Chameleon.

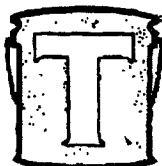
Published on the Fifteenth day of each month by
THE SHERWIN-WILLIAMS PRESS, 31 Michigan St.,
Cleveland, for the interest and benefit of
THE SHERWIN-WILLIAMS Co.'s loyal staff.

VOL. VI.

JUNE, 1903.

No. 6

A RETROSPECT.



HE great 1903 spring campaign is fast drawing to a close. It has been a wonder.

We started with ambitious plans, firm resolutions, and high hopes. We have worked day in and day out, tirelessly, enthusiastically, for the full accomplishment of our purposes. Our aim has ever been before us. The estimates which mark the goal of our endeavour have been constantly kept in sight; and now with three-quarters of our year finished, we look with confidence to the end.

It was just a year ago at the June advertising meeting that we laid our plans and fixed our aim for 1903. It was then that we nailed up our sign, "1903 to be the greatest ever." That was the spirit of our meeting; that was the spirit of our plans; that was the spirit of our convention; and it has been the spirit of our entire campaign—*reach the estimate, make good the aim.*

It is surely a good thing to have an aim and a definite purpose to work to—something to rivet our attention—to stimulate our energy—to enliven our ambition. It gives direction and zest to the struggle. It's a fine thing to strive for success—it's a grand thing to achieve it.

Ours is not dull, uninteresting work, but work of the keenest interest and enjoyment, work of progress and victory. We forge ahead in the face of the severest competition, and in no season have we pushed ahead so far as in this one. We wish to return our thanks to the men in the field and the staff at home for their splendid efforts, which have secured us such substantial advancement. We look back with satisfaction and pride on what you have accomplished, and we contemplate the future with eagerness and confidence.

We hope, in the vacation period, which is close at hand, all will find pleasant recreation and renewed health and strength. It has been well earned and we trust will be thoroughly enjoyed.

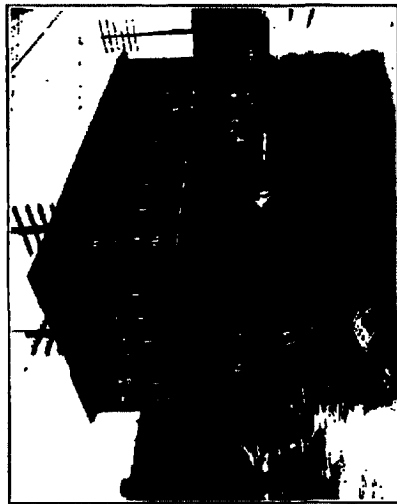
General Manager.

The Flood at Kansas City.

No open could properly describe the flood which swept over "the bottoms" in Kansas City, June 1st.

The situation in regard to the destruction of property is much worse than has been reported. The loss of life, however, has been much overestimated. That it has not been greater is due only to the heroism and in-

Kansas City is very hilly in formation. The residential and retail districts are built on a bluff, while the wholesale, jobbing, and railroad centres and the public service corporations, water works, electric light, and street railway companies are located



Headquarters of the Southwestern Division. The high water mark is plainly shown. The shipping platform which was located at the right side of the building was entirely washed away.

domitable will and courage of the citizens of the city.

During the earlier stages of the flood when the current was running so swiftly as to make the risk of venturing on the water very hazardous, men risked their lives in boats and hastily improvised skiffs and worked night and day to rescue those whose homes were surrounded, and which stood in danger of floating down the stream to sure destruction.

The accompanying photographs give

down in the bottom lands close to the Kaw and Missouri rivers. It was this district that had to stand the full force of the flood, and suffered most.

As has been reported in the newspapers, the flood was started 8 o'clock Sunday morning, June 1st, by the Kaw river overflowing its banks. At eleven o'clock the same morning the water had risen waist high in the streets and continued to rise steadily until it reached a twelve foot mark the following Wednesday evening,

when it began to recede with a current running twenty miles an hour and at times more.

The Company's building was in the middle of the flooded district. The picture illustrating the building shows plainly the height the waters attained. The shipping floor and the basement were entirely inundated. Our actual property loss is practically nothing, and the damage to the stock extends no further than the labels on the cans.

Fortunately the offices were located on the second floor so that all the sales records and papers are safe. The stock record which was kept on the shipping floor, while almost obliterated, is in such condition that it can be easily transferred. Ours was one of the very few offices saved, most of them, including the branches of the up-town banks, having had their records entirely destroyed.

Mr. Myers and his assistants were

able to reach the building, for the first time, on June 4th. The first sight that greeted their eyes after getting inside was a braying donkey, calmly perched on the top of some cases and biding his time peacefully until the waters receded. He was promptly fed and christened "Jackass Chameleon."

No time was lost in getting the building into condition. A force of workmen was immediately employed to clean away the mud and straighten things

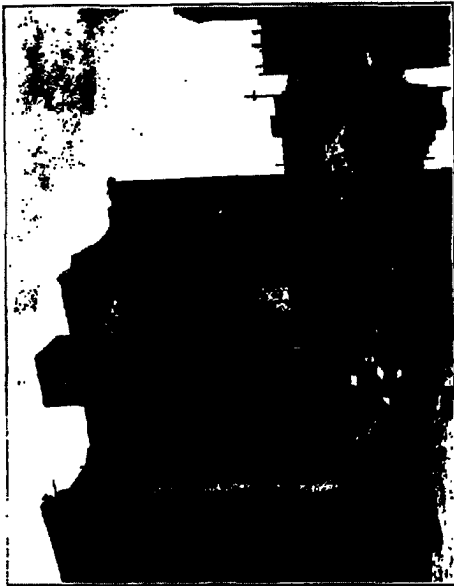
generally. New labels have been shipped and it won't be long before the old routine and good service will be fully re-established. During the flood temporary offices were maintained in Parlor "C" of the Midland Hotel, and all correspondence promptly handled.

As far as we are concerned the flood has had no serious effect on our ability to handle the business with promptness. Our facilities at Chicago have enabled us to take care of the Southwestern Division orders in the usual way, and just as soon as the railroad bridges are rebuilt and repaired, the shipping service will be resumed from Kansas City with the old time dispatch.

Kansas City will come out of the catastrophe which has overtaken it, stronger and with greater confidence in its own resources. There is no city in the union more public spirited, none



Looking east from the Company's building—Adjacent to our structure were some wooden buildings; they were entirely demolished, the ruins being carried out into mid-stream. The building shown on the right is the wholesale grocery house of Seavey & Florsheim, the rear of which was caved in.



Rear of Seavey & Florsheim building.—When the flood was at its height, a refrigerator car was carried by the current from the adjacent track and dashed against the building, knocking off the corner; another car immediately following was hurled against the center of the building, completing the destruction.

With the same fighting and buoyant spirit. With its business district damaged to the extent of millions, with its

A New Plant at Montreal.

A CONTRACT has been let to Peter Lyall & Sons, Montreal, for the erection of a new plant on the Company's property, Center, Atwater, and St. Patrick Streets, Montreal. Excavations were begun May 23rd. The new plant will be by far the largest of its kind in Canada.

The buildings will comprise a four story office and warehouse with a frontage of 280 feet and a depth of 50 feet, a paint factory, immediately in the rear of the office and warehouse building, four stories high, 220 feet long, and 50 feet deep, and a modern

water, electric light, gas, and street car service practically crippled, it faced the situation with calmness, determined that nothing should stand in the way of the splendid progress it has been making. There need be no fear of its ability to take care of itself. After all is over it will be found forging to the front with its old time vigor—rebuilding its wrecked enterprises and making more rapid headway in commercial growth.

Doric style of architecture. In the gable of the pediment the trade mark of the Company will be hewn out of the stone. The vestibule will have marble wainscoting, marble steps, and tile floors.

The warehouse capacity of the new plant will be more than double that of the old one.

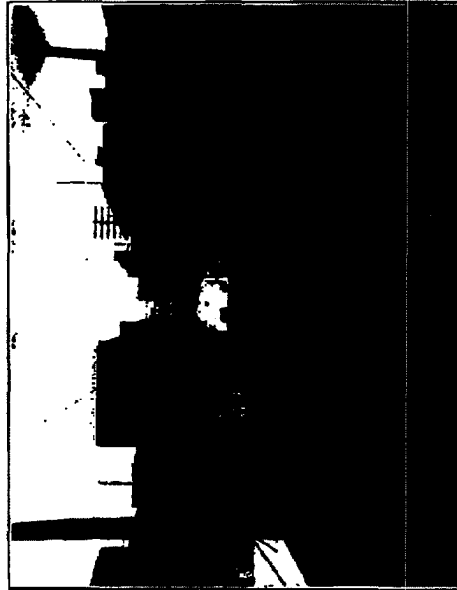
The factory building will be equipped throughout with the most modern and approved machinery which will be electrically driven, each department having its own motor. Throughout the entire plant labor-saving devices, such as hydraulic lifts, etc., will be installed. A tin can factory will be a feature of the new facilities. While we have been making our own tin cans in the States for years, we have contracted on the outside for our supply in Canada.

The power house will be a model

of economy in operation. It is to be equipped with two Corliss engines, one of about 130 horse power, the other about 200 horse power. These will drive two Westinghouse alternating generators, one of 75 kilowatts, the other of 120 kilowatts, furnishing electrical power for the entire plant. The Company has a wide reputation for up-to-date power equipment.

The buildings are so arranged as to facilitate the handling of goods in the speediest and least laborious way. We shall have our own sidings, the Grand Trunk Railway running switches into the grounds, one for bringing in raw materials, another for handling the finished products, and a third for supplying coal to the power house.

A lunch room with a well appointed kitchen annexed, a club room, shower baths, and rest rooms for the women will be installed in the new buildings.



Rear of Company building shown in the right background. The building in the foreground was completely turned around by the force of the current and wedged between two telegraph poles across the street. At the far end of the street can be seen a pile of freight cars.

System—a Great Factor in Business Success.

SELECTED FROM AN ARTICLE IN "RECORD-HERALD" OF CHICAGO. BY DR. ORISON SWETT MARDEN
EDITOR "SUCCESS" MAGAZINE, NEW YORK.

There is no other time-saver like good order.—
MacCombs.
Gentleness without order loses three-quarters of its power.—
Plutarch.
Order and system are sadder things than power.—
Rush.



ORDER is not only "heaven's first law," but also the first law of success; without it great achievement is impossible. Those who have accomplished great things have, almost without exception, been very methodical. Great statesmen, great lawyers, great physicians, great generals, great leaders have always been men of system and order. Most great writers, save perhaps some poets, have regulated their work systematically, fixing hours for writing, exercise, and recreation. It is said that Goethe once kept a prince waiting in his ante-chamber while he wrote out a thought which he feared would escape him otherwise. Luther was so methodical that he would let nothing, no matter how important, interfere with his system of doing just so much each day. Gibbon and most other historians have made their work lasting by care and system in collecting and arranging material.

Business, especially on a large scale, is more and more a matter of system. The mercantile leaders build up large establishments simply because they have a genius for organization and understand the might of method. A very methodical man, even with mediocre ability, may build up a great business, while the man with great ability, without the habit of system and order, can never get beyond a small concern.

A man does not necessarily need to work laboriously because he conducts a great business. It is all a question of system, of combinations and forthright. Men with most method have the most time. They are not pushed to the wall all the time. They do not impress you, every time you meet them, as small, unmethodical men do, that they are hard pressed, that they have not a moment to give you.

I two men with the same education and equal ability may start in business side by side, and one will forge ahead from the very start, apparently without great effort. He is not always so busy that he can see no one, but he continually accomplishes something. Everything is done with system. He does not believe in doing work twice.

He multiplies himself infinitely through his system of saving the results of his and others' labors and utilizing them.

The other young man is always busy, hustling from morning to night, attending to the duties of every clerk in the house. He never has time to stop and talk with you. If you meet him on the street, he pulls out his watch nervously and asks you to pardon him, but he is on a dead rush. Yet somehow he does not get much done, he does not forge ahead, he seems handicapped, involved in the meshes of his own bad system. Every time he wants a thing he has to hunt for it. His letters, papers and bills are not properly filed, and he can never place his hands on them instantly as a systematic man could.

Method goes with a high quality of brain power. The man with method thinks, he knows how to concentrate his mind, how to marshal his forces with vigor. He is usually original, whereas the slovenly man only imitates. He cannot arouse the energy necessary for original thinking. He is satisfied to use second-hand ideas.

Confusion is not only due to lack of a well-ordered mind, but also reacts upon the mind and hampers all its actions. Disorder diverts the effectiveness of any man. A disordered business, if not taken in hand and systematized, will disorganize even a normal mind. A desk with tumbled and mixed contents will prevent clear and definite mind action.

An orderly life, as a rule, is a harmonious one; that is, it is happy and healthy. Regular hours are demanded by hygiene, and irregular ones set up immediately an abnormal and threatening condition. Order conduces to mental and physical poise, while disorder and confusion tend to discord. Even the consciousness of having done one's work in proper, orderly manner is a great tonic and nerve sedative. Orderly people are serene and give an impression of force and capability, while disorderly persons are apt to be nervous, lacking in balance, discontented and fretful, giving the impression of incompetence, of not being equal to their task. They stew and worry while they work, and then continue the process when the work is done, for fear it is not done right, or that some one else will mar the results. This worry is one of the worst enemies to health and happiness.

Its remedy is in taking careful thought before and during the work. Then one may enter into the serene consciousness of a task well and finally done. Petty annoyances are thus nipped in the bud, absolutely prevented.

The man without method never dares to leave his business. When he is away everything stops, but the methodical man can be absent often, and because of system, nothing suffers, all runs as smoothly as if he were directing every move. Such a man can accomplish infinitely more than the man without method, who works all the time, and feels anxiety every instant.

The best way to break up the terrible habit of irregularity of thought and action is to resolve firmly to do the thing in hand not only just right, but at once and completely. Nothing else is so dangerous to a systemless youth as delay. Each task must be considered and planned with reference to all that is related to it, and usually it may be made to count toward some other and later task. Far-sighted planning is at the bottom of many a fortune and great achievement. Playing chess without a system is a sure way to lose, and life is much like a very complicated chess game.

Method, like every other good thing, can

The Full Line Agent—How to Make Him So.

BY E. T. PARSONS.



HE effort to get our full line represented is unconscious on my part. Any successful traveler will try to sell our full line and it is a simple matter of suggesting one thing after another, till the order is completed, in most cases.

However, one occasionally runs across a hard proposition in the man "who does not like to be at the mercy of one paint manufacturer," or who "does like to seem at least to carry a variety of lines to suit any one," or who has "other friends among paint travelers whom he likes to be a good fellow with and favor with part of his business."

The foregoing class of buyers are the exceptions of course, and are the

he overdone. Do not mistake red tape for system. In the early history of our country ice was not named in the customs-house schedule. A cargo was imported from Norway. Red tape insisted on a proper classification, and by the time it was decided that ice came under "dry goods," the cargo had become plain water and classification was useless. That kind of system is just as ruinous as none, and we see it every day. Some people take more time to split hairs over non-essentials than the whole work should require. They accomplish very little. They waste all of their energies in devising checks, reports and counter-checks. They quibble for hours over trifles that do not affect great results in the least. True method cuts through these superfluities and gets to the heart of matters at once. A great business man whose establishment was noted for its efficiency and economy said: "We have not a rule that we cannot break." There must be elasticity and adaptability to permit progress. System can hamper as well as aid if ill applied or badly planned. Like armor, system can easily be made so heavy that all freedom of motion is lost. If held in check by good common sense, order and method, system, forms one of the greatest resources of the modern man in business.

difficult ones to "line up." They must be led on unthinkingly to put in one line after another. I dwell at length on the fact that our advertising covers our entire line; that one line by its excellence advertises and helps the sale of the others; that all are full measure; that if he takes the full line we will not offer any of these items to his competitors. I cultivate the demand for the full line by our special letters on special lines to consumers, as for instance, the "E.M." I work on his salesmen to say our other lines are called for.

If none of this work wins him, I then take up the line one item only at a visit. This item I talk when his stock is low on it in the other lines he may be carrying at the time of my

visit. I talk it hard and thoroughly and usually get it in as "only one item," etc. So on, one line after another, until we are *all in*.

If this will not do, I ask him if he objects to his competitor carrying those of our lines he will not take, saying we must have the business on these lines as our advertising is making a demand which we are bound to fill.

As a last resort when all work has failed to bring about a full line representation, I would change agency when it is possible so to do, if I can get a better man or one who appreciates a full and exclusive line more highly.

The Necessity of Confidence in Selling Goods.*

BY CHARLES R. PAUL, HART, SCHAFFNER & HART, CLOTHING MANUFACTURERS, CHICAGO.



It seems to me that the whole story of successful salesmanship can be condensed into a few sentences, and as soon as that is done it is found that the same story will fit one business as well as another.

The first sentence is: "Believe thoroughly and honestly in your goods;" that doesn't mean pretend to believe in them, it means the real thing. The other ideas which should be associated with this in the makeup of a successful salesman are energy, persistence, faithfulness; he must be "a good fellow" in the best sense of the word. But none of these will go very far if he doesn't believe in the goods.

In the early days of my work as a salesman I represented a line which I now know to be very inferior, but at that time I believed in it thoroughly and I made others believe in it. I sold a lot of goods.

*This is the second of a series of articles by successful salesmen in other lines of business on the attributes necessary to success in salesmanship.



Mr. Chas. R. Paul.

needless to say I sell a good many of them.

It is not enough to have great qualities, we should also have the management of them. No man can call himself educated until every voluntary muscle obeys his will.

Conviction inspires conviction. A salesman who goes to a customer in the firm conviction that the goods he sells are the best goods in the market—best to sell, best to buy—can usually impart that conviction to the buyer.

It is hardly necessary to say in this day that truthfulness in everything is a cardinal principle. The man who really believes what he says, never needs to say more than he really believes. It is only the man who isn't quite sure of it, and of himself, who needs to lie about it. I carry a line of goods for which it is enough argument to tell the truth. I believe in them thoroughly and unqualifiedly: if I didn't or couldn't, I would find some other line. It is

The Handling of Complaints.



THE investigation of complaints regarding troubles experienced with our products frequently brings out many interesting points of a practical nature. In most cases the complaint is based on an erroneous conception of the cause of the trouble, investigation proving that the paint itself is not to blame, and that where carefully investigated by the representative, the real cause of the complaint can be readily located and the trouble attributed to the right source.

If the representative will only take the time to inquire carefully into the various details of application, thinners used, condition of surface, and state of weather, he will be able not only to settle the matter to the entire satisfaction of all concerned, but will also gain knowledge that will make him more thoroughly conversant with the practical side of the business—knowledge that will qualify him to represent the Company in the most intelligent way.

Particulars concerning complaints, causes of trouble with paint and varnish, have been cited in THE CHAMELEON before, and it is our intention to publish from time to time a review of such cases as will enable the representatives to handle similar ones intelligently and satisfactorily.

An S.W.P. agent in the Eastern Division recently made a complaint which it is believed will be of very general interest. The trouble, as reported by representative who made the investigation, was that the surface of the house painted, on which S.W.P. had been used, was covered with small, white spots about the size of a

pea, which appeared on closer investigation to affect the last coat only. The representative elicited the fact that shortly after the painting had been completed, a heavy rain storm occurred, followed by a drop in temperature below freezing.

This latter information explains the trouble exactly, for the reason that linseed oil in any form during the early period after it has been applied as a paint, possesses a strong absorptive tendency towards water, and takes up more or less from every rain storm which may take place during that time. Under normal conditions a storm is followed by sunshine and warmer weather which causes the oil to give up the water which it has absorbed. However, should the rain storm be followed by freezing or severe weather, the water is not given a chance to evaporate and consequently freezes in the oil, producing the spotted appearance which occurred in this case. The condition is more or less of a permanent nature and not only occurs in painting, but the finishing coat of varnish on a car, for instance, may be similarly affected.

When a sufficient length of time has expired to permit the oil to become thoroughly hard, this tendency to absorb moisture does not assert itself. When cheap paints have been used in which the linseed oil has been largely adulterated, the same tendency does not exist, for the reason that there is too large a proportion of other kinds of oil which do not absorb water in comparison with the small percentage of linseed oil.

DIVISION NOTES.

Central Division.

Notes of the Club Room.

The Public Library kindly offers to send down to us books on any special subject on which information may be desired. This opportunity will be found valuable if you are called upon to prepare for a debate or an essay.

There are at present 119 employees drawing books from our branch library. This number should be at least 220. The best books in the Public Library are at your disposal for the asking. *Read!*

The S-W. Mutual Benefit Society is not growing as fast as we could wish. A maximum amount of 10 cents per week will hardly be noticed by any employee of the Company, and in

Western

The record-breaking days of May in the Western Division last year have been out-classed. May, 1903, has shown the largest May for the Western Division. That is what we set out to make it. Every representative in the Western Division had a share in this result, and we congratulate them most heartily.

June is to be a great month in this division, and while there is a little talk with regard to vacations, still every one seems to be determined that before vacation time this division will go out for a "clean-up all around."

Orders are pouring in on us at such a rate that it is with difficulty that we keep pace with them, but we are glad to report very few cancellations on account of delays. It seems as if

addition to the individual benefits of membership, there is the pleasure of knowing that you are helping to support a worthy institution.

As a result of last season's bowling, in the Commercial League, The S-W. team finished in third place and carried off high individual honors. Rockow, of the factory, took the prize for highest individual average, as also prizes for highest average for both "strikes" and "spares."

The Annual Picnic.

It has been decided to hold the annual picnic of the Central Division at Silver Lake, Friday, July 17th. A good program is being arranged and a very enjoyable outing is expected.

Division.

we were going to "make good" in the same degree as the measure of enthusiasm aroused by that strictly Western Division production:

"In the good old painting time—
In the good old painting time.
Strolling through the country towns with the good
S.W.P. in all we see, and that's a very good sign,
That they are all the time will be
In the good old painting time."

All join in the chorus, and together now let's
make June the "greatest ever."

Minneapolis Depot.

Even though we have been blessed with a plentiful supply of rain, interfering to quite an extent with outside work, we have been taxed to our utmost capacity filling orders.

During the past few months the office and warehouse force has been materially increased, which was necessary to handle the increased busi-

ness resulting from the large number of new agents secured in the northwest.

Some time ago we built a new raised platform in the rear of our building, which has proved a great convenience in receiving and shipping.

During the month we were favored with a visit from Mr. Thos. Madill, also Mr. S. H. Stewart.

A. M. PARKS,
Mgr. Western Div.

Eastern Division.

All connected with the Eastern Division will regret the appointment of Mr. B. C. Kelson to his new position in Cleveland in so far as his absence from his desk is concerned and the severing of his connection with this division. Our best congratulations are in order, however, and the best wishes of all for his continued success go with him. The office staff presented Mr. Kelson, through Mr. E. S. Kidder, with a silver toilet set before leaving.

you feel need special attention, and inasmuch as the season has been more or less backward on some territories, the painting will undoubtedly run well into July, which offers continued opportunities for the P.D.

Notwithstanding the serious labor difficulties which have affected trade in this section, the demand is remarkably strong for all lines of goods.

The C. & M. accounts which contract in July and August, need careful attention at this season of the year in getting a line on all requirements of the trade and being fully posted with a view of getting after next year's business which will be closed during these months.

We received news of Mr. Donnison's safe arrival at his home in England, where he will spend a few days prior to taking up his work on his territory.

Mr. W. S. Fallis sailed from Montreal on May 30.

The race from now on will be "nip and tuck" for an exciting finish and June already gives evidence of a good, strong start on all territories.

The Comparative Sales Report will, we trust, be used constantly on the part of all the staff and will enable you more closely to identify yourself with the conditions of each and all of your customers.

The Promoting Department is open for suggestions on all accounts which

The property owners' lists continue to come in liberally. There are, however, agents who are not giving attention to this important feature, that we should like to see use it.

Our large display "Cover the Earth" bulletin which was demolished by a recent storm, has been replaced on our property facing the river and is more attractive than ever.

The varnish campaign continues.
H. D. WATKINSON,
Mgr. Eastern Div.

Canadian Division.

Mr. Fallis sailed from this port on the steamer "Parisian" which left Montreal on May 29th. This boat is one of the largest passenger steamers that sails from Montreal, and we know it will afford every comfort possible.

The orders pouring in to our branch offices have been so numerous that the office staffs have had to make extra efforts in order to keep up with

their work. We expect, however, that no serious delays will be caused from now on.

We had visits from Mr. Cottingham, Mr. Beardslee, Mr. Smith and Mr. Richardson during the last month. Mr. Kelson spent a day with us on his way from Newark to Cleveland, and we take this occasion to wish him every success in his new work.

New England Division.

Paint orders have been coming in fast this month. There has been no let up.

The varnish sales are pulling up splendidly. About ten more agents took hold of the Kopal and Excella plans this month. This was the result of the letters sent from the Promoting Department. Representatives! these orders come easy with the special free pint inducements; the agents want this advertising. We believe this special plan to interest the painters and secure their influence can be pushed harder.

Now that the stock orders are in from most of our agents, we should try to educate them up to a liberal use of our electros and special "ad" service, in selling the goods. If you cannot get them on the "Special Ad Service," interest them in our electros and urge frequent reference to our XY booklet. We have a large number of excellent talks on our various paint and varnish products, and if the agents would use the electros instead of their own "ads," they would certainly get more business. Our electros have more "snap" and bring orders.

The Approximate Route Sheets

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

South-Western Division.

Though the flood came near sweeping us away, it has not dampened our ardour by any means. Damages are being repaired quickly and it will not be long before we shall be able to make up for lost time. Shipments are being made from Chicago with the usual promptness.

The next few days sees the end of our campaign; put in your *all* for the final.

We have great pleasure in wishing one and all the benefit of a hard earned vacation. F. F. MYERS,

Mgr. Southw'n Div.

DEPARTMENT NOTES.

Trade Sales Department.

Record of New S.W.P. Agents.

The Southwestern Division has made wonderful strides in new agents during the last month. Mr. Moore having cut down Mr. Kane's lead by thirteen. The flood has put new determination into the Southwestern Division ranks and Mr. Kane will have to do some tall hustling for the remainder of the year if he expects to stay at the top.

The situation as a whole is relatively the same as last month.

Western Division, **64 new agents.**
W. H. Kane,
Southwestern Division,
S. P. Moore, **57 new agents.**
Central Division,
I. M. Benedict, **28 new agents.**
New England Division,
G. L. Wasgatt, **25 new agents.**
R. F. Ketchum, **25 new agents.**
Canadian Division,
Geo. E. Boomer, **25 new agents.**
Pacific Division,
G. G. Mowat, **25 new agents.**

Eastern Division,

H. C. Haight, **23 new agents.**
J. P. Minetree, Jr., **23 new agents.**

Leaders in Floor Finish Sales.

There seems to be a pretty defined plan of operation in existence in the Canadian Division to wrest the Floor Finish honors from Mr. Sheldon; his lead has been cut down considerably, and if the present pace keeps up in Canada, Mr. Sheldon's colors may be trailing next month.

Eastern Division,
H. T. Sheldon.
Canadian Division,
D. G. White.
New England Division,
F. B. Hare.
Western Division,
C. S. Wheeler.
Pacific Division,
C. G. Mowat.
Central Division,
A. D. Joyce.
Southwestern Division,
W. W. Walton.

Varnish Sales Department.

Leaders in General Varnish Sales.
Last month through an inadvertence the relative positions of the Canadian and Southwestern Divisions were not

properly shown. The Southwestern Division still maintains its lead with Mr. Anderson who has wrested first place from Mr. Moore leading.

Southwestern Division,
1st—J. W. Anderson,
2nd—S. P. Moore,
Western Division,
1st—Geo. E. L. Dyson,
2nd—C. T. Haigh.
Canadian Division,
1st—J. J. Whalen,
2nd—D. C. White.
Eastern Division,
1st—H. A. Waterman,
2nd—J. P. Minette, Jr.
Pacific Division,
1st—S. W. Smith,
2nd—E. T. Parsons.
Central Division,
1st—J. H. Vance,
2nd—E. E. Swineford.
New England Division,
1st—R. F. Ketchum,
2nd—I. B. Wells.

Leaders in Mar-not Sales.

Mr. Sheldon has again taken up the banner for the Eastern Division, but Mr. Waterman is making it decidedly uncomfortable for him. The Western Division, under the leadership of Mr. Stewart, has stepped ahead and is less than \$40.00 behind the Eastern. The New England Division is but a few dollars further away, and the Central Division with Mr. Joyce leading, is less than \$3.00 behind. Something seems to be the matter in California, as the Pacific Division has dropped from second to fifth. The Southwestern, maintains sixth position. There still remains less than \$100.00 between the first and sixth man, and no doubt many changes will be shown in our next issue. The contest stands as follows:

Eastern Division,
H. T. Sheldon.
Western Division,
S. H. Stewart.

New England Division,
A. J. Horton.
Central Division,
A. D. Joyce.
Pacific Division,
G. G. Mowat.
Southwestern Division,
J. G. Welland.
Canadian Division,
J. E. Auger.

Leaders in Kopal and Excello Sales.

This contest continues to be a very exciting one and if Mr. Sheldon is going to maintain the lead for the Eastern Division he will have to hustle as the Southwestern Division has jumped into second place and Mr. Walton is but a few dollars behind him. The first four are bunched. The leaders are:

Eastern Division,
H. T. Sheldon.
Southwestern Division,
W. W. Walton.
Western Division,
J. F. Hommel.
Canadian Division,
C. A. Thomas.
Pacific Division,
G. G. Mowat.
Central Division,
A. N. Merrill.
New England Division,
I. B. Wells.

Leaders in C. & M. Varnish Sales.

Central Division,
N. E. Hills.
Eastern Division,
L. R. Rogers.
Canadian Division,
R. C. Misson.
New England Division,
L. W. Barney.

It is gratifying to note that our varnish sales are constantly growing, although the spring varnish campaign

has by no means reached our expectations; we should much like to know why. We wish each of the representatives would make some expression by letter to his division manager on the subject.

This all means that we have got to make a big hustle from now until the

L. J. FASQUELLE.
Mgr. Varnish Sales Dept'l.

Manufacturing Department.

Plant Number One, Cleveland.

The factory is still very busy, though the number of orders are now falling off somewhat on account of the reduction in stock limits, which went into effect on the 1st of June.

Plant Number Three, Montreal.

Building operations on our new factory have been commenced, and are being pushed forward with all possible speed.

After a short lull, orders are again coming in at a tremendous rate. We have plenty of goods, but the difficulty consists in handling and packing them fast enough, with our limited space and facilities. The urgent requirements of Toronto and Winnipeg branches keep us exceedingly busy.

Plant Number Four, Newark.

The business of the past month has been unprecedented in the history of Plant Four. All standing records of output were broken, but even in doing so it was with difficulty that we kept up with the demands made upon us. Considering the volume of business, we feel that as a whole the situation was kept well in hand.

We are glad to state that Mr. Cook, foreman of the filling department, who has been ill for the past three weeks with typhoid fever, is improving and hope he will be able to take up his work in the near future.

Mr. D. C. Lowles has been engaged as time-keeper and clerk, vice Mr. H. O. Gibson resigned.

C. & M. Sales Department.

is found in other makes.

We are glad to report that we are catching up on our orders for Premier Non-fading Red, although even the added facilities at the Dry Color plant in Chicago have been inadequate for a time to keep pace with the demands made upon us. We, however, expect soon to be accumulating some additional stock so that we can give the same despatch to orders for these goods that we did before the demands upon us became so extremely large as at the present.

We are glad to report that Royal Durbar Red is a complete success so far as we have been able to see, and salesmen should inform themselves fully with regard to those goods and if necessary carry samples to show. Our color is richer and brighter than any other make of goods of similar character.

Royal Durbar is as light in gravity as the lightest and our ground material has the further quality that it does not have the same tendency to mush or stiffen up in the package that

GENERAL NOTES.

Mr. Cottingham Elected Vice-President.

At the meeting of the directors of the Company, held in Cleveland, Monday, June 8th, Mr. Cottingham was elected Vice-President of the Company, and Mr. E. M. Williams director, to succeed his father, the late Vice-President.

The Advertising Meeting in Session.

The June advertising meeting is in session at the time of going to press. Those present are Messrs. W. H. Cottingham, chairman; J. C. Beardslee, Geo. A. Martin, A. E. Schafer, E. A. Wood, E. M. Williams, A. M. Parks, H. D. Whittlesey, C. C. Ballantyne, Hector M. Gordon, Alec M. Sclater, F. F. Myers, L. J. Fasquelle, Geo. W. Ford, and Harry Dwight Smith.

The papers submitted show that the greatest spirit of enthusiasm prevails throughout the traveling and office forces, and that the advertising question is receiving much thoughtful attention from all.

We must keep ahead always—

there is never to be any stop to the progress we are making—we must keep moving—we must maintain our lead; we can do it only by concerted action, and you may be sure that the spirit of co-operation shown by representatives and office force in submitting such good papers is very much appreciated by the management.

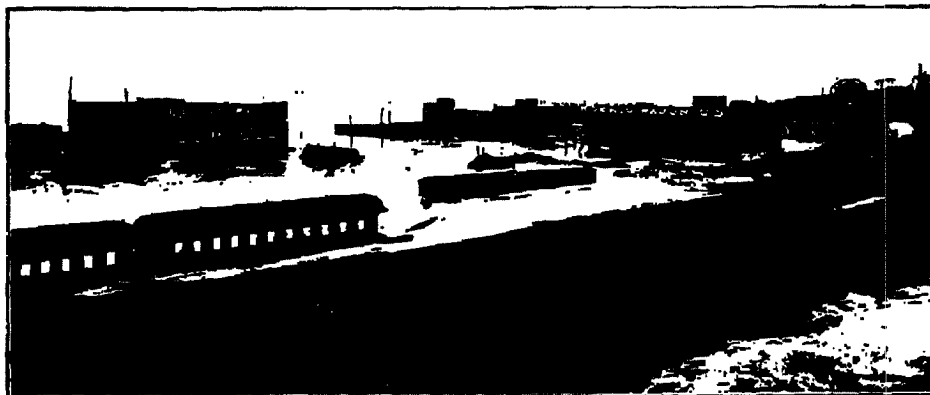
We have no fear for the future with such a force backing us.

A New Appointment.

Mr. B. C. Kelson, formerly chief clerk of the Eastern Division, has been appointed office assistant to the General Manager, vice Mr. R. H. McMaster, who has resigned to accept a similar position with his father, vice-president of the Montreal Rolling Mills Co.

Mr. Kelson has been climbing steadily upwards since his first connection with the Company, and his appointment to his present position is in recognition of his ability and close application.

Mr. McMaster carries with him our best wishes for his continued success.



Missouri River, looking from L Road Viaduct, Kansas City. Photograph taken June 2nd, when the flood was at its height.