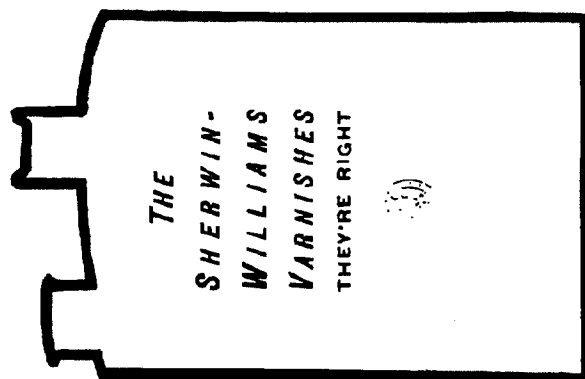
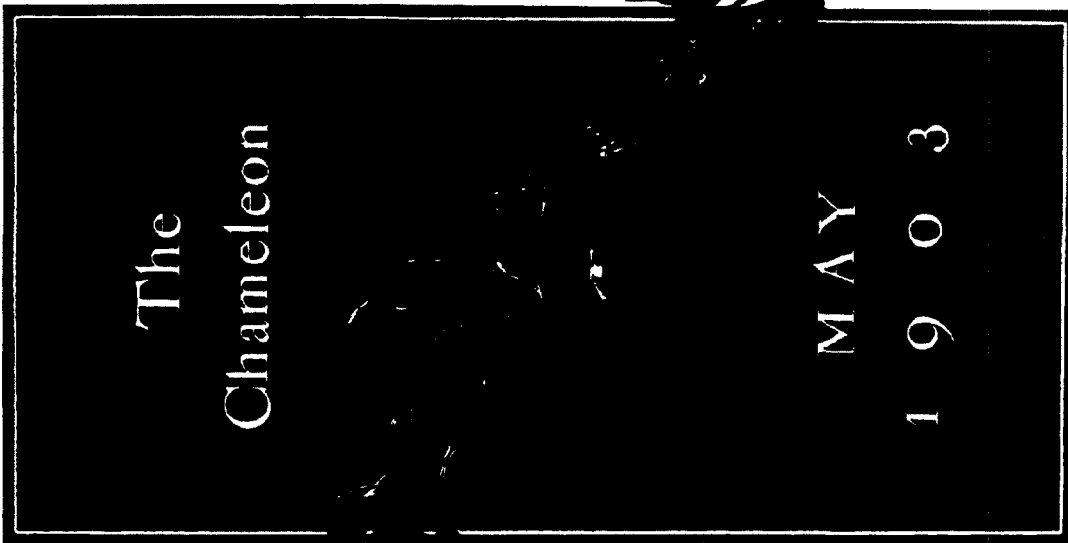




Edward Porter Williams

Born Mar 10th, 1843
Died May 4th, 1903



The Chameleon.

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VOL. VI.

MAY, 1903.

No. 5

Edward Porter Williams.

MR. Edward Porter Williams, Vice-President of the Company, died at his country home in Glenville, a suburb of Cleveland, shortly after midnight, May 4th. His death was due to heart failure.

Mr. Williams had not been in good health since last September. At that time he was taken ill and sought health at the Johns-Hopkins Hospital, Baltimore. He was confined there for about six months, leaving for his home last February. He seemed to do well for a time after his return to Cleveland, and his family and friends had reason to hope for his ultimate recovery. About three weeks ago, however, he began to fail gradually, his life slowly ebbing away until his death, May 4th.

With the passing of Mr. Williams, the Company loses a man who was wrapped up heart and soul in its welfare and progress—who gave it always the best he had in him—who did much to make it what it is today—and who through the force of his personality and warm, kindly nature, built up for it connections that formed enduring foundations for the great business structure he was instrumental in raising.

Probably no man in the Company was so close to the workers in the ranks as Mr. Williams. He was never too busy to stop for a warm handclasp and a kindly chat with the old timers—the men and women he used to know more intimately when the factory in Cleveland was much smaller than it is now, and when those at the head had greater opportunities to know the employees personally. There are many in the factory today who regard his death as a personal loss.

In private life Mr. Williams was much loved by all who knew him. He was intensely devoted to his family: his nature and disposition were such that he made friends readily, soon endearing himself to those with whom he was associated. He was never happier, never more truly contented, than when making others happy, doing what he could to lighten the burden of those on whom the trials of life bore heavily.

His standing in the community and the interest he always maintained in the affairs of his native city are well described in the account of his death

and the brief sketch of his life which appeared in *The Cleveland Leader* of May 5th:

Surrounded by the members of his family, Edward Porter Williams, Vice-President of The Sherwin-Williams Company, passed away at his residence on the Lake Shore boulevard, Glenville, early yesterday morning after an illness of heart trouble dating from last September. His death was not unexpected.

The passing of Mr. Williams marks the close of a most successful business career, and at the same time deprives the city of one of whom the general public esteemed highly. From the time of his ascension in the business world he has played such an important part in the progress of the city that his death is, in a sense, a public loss.

The illness of Mr. Williams was of little more than six months duration. When his heart first showed signs of weakness he recognized the importance of giving his case immediate attention, and spent some time away from the city in search of change that would benefit him. Later he returned to Cleveland and took up his residence at Glenville where he has a country home. Gradually his condition grew worse until late last Sunday night there was no hope for his recovery, and early yesterday morning he died.

Mr. Williams was sixty years of age. He was born in Cleveland May 10, 1843. At the age of sixteen years he was graduated from the Cleveland public schools. A year later he entered Hudson College, later known as Western Reserve University, and was graduated in 1864. Immediately upon the conclusion of his college career he entered the army, enlisting in the Eighty-fifth O. V. I. and remained with the command until the close of the war.

When he returned from army life he began the manufacture of glass at Kent, O., where he built up a successful business. In 1870 he decided to return to Cleveland, and he joined forces with H. A. Sherwin in the manufacture of paints, oils, etc., and the firm later developed into The Sherwin-Williams Company.

Until several years ago Mr. Williams was vice-president of the Chamber of Commerce, and he was extremely active in the reform movements which have distinguished that body. At the time of his death he was a member of the chamber, though his illness prevented him from taking an active part in the work of the organization. He was identified with the following institutions: The Society for Savings, Cleveland Telephone Company, Bank of Commerce, National Association, Bankers' Surety Company, and Western Reserve University. He was a member of the Union, Rowfant, Country, and University clubs and the Castalia Fishing Club.

Mr. Williams is survived by a wife and four children. They are E. M. Williams, L. M. Williams, Mrs. Abram Garfield, and Mrs. A. D. Baldwin.

Mr. Williams lived a useful, successful life. As a business man he was full of the energy, zeal and perseverance so necessary to the attainment of the highest success. His most prominent characteristic was thoroughness—he had the power and ability to grasp things in their detail and to carry them through unyieldingly to a successful completion. In the earlier days when the business was small and its founders were laying plans for its growth and development, he was always found at the wheel guiding and shaping the policies of the Company, working here and there—in the office, in the factory—doing the purchasing—selling goods—in fact lending a hand wherever he could do most to further the interests of the little business. Oftentimes he was found in overalls working side by side with the men in the mixing and grinding rooms—helping with hand and head to establish the high standard of quality which he always fought hard to maintain. It is small wonder that the older employees loved him—that they entertained for him the highest feelings of respect and fellowship.

There are few men who go through life leaving behind them the same footpaths of loving remembrance and good deeds done as Edward Porter Williams. May he rest in the peace that he so well earned.

EDWARD PORTER WILLIAMS

Edward Porter Williams, son of William Williams and Laura Fitch Williams, was born in Cleveland, Ohio, May 10, 1843. He was the next to the youngest in a large family - eight children, four boys and four girls. The two oldest children of William Williams were of a former marriage, the first wife having been Lucy Fitch Williams, sister of Edward Porter Williams's mother, Laura.

The house where Edward Porter Williams was born stood on Euclid Avenue, in Cleveland, just where East Sixth Street is today. In fact, when Bond Street, as it was then called, was put through by the city, the house was torn down to make way for the improvement. The Williams farm extended eastward as far as Erie Street (East Ninth Street today) and there was a large garden in the rear of the house extending through to Superior Avenue, along which there appears to have been a fence and grape arbor. The story is told of children playing along that fence, and hives of honey bees, which attacked the invaders in their usual painful fashion. All the Williams children helped with work about the house and farm, and whereas the older boys worked most with the horses, it remained to Edward, the youngest boy, to frequently care for the cow and her stable - she being pastured in the good grass along Erie Street to the east of the house.

Edward Williams' first school experience came in a kindergarten conducted in the basement of the Methodist Church, directly across Euclid Avenue from the Williams house, where the Colonial Arcade entrance is today. However after a year, he changed to regular grade school, and attended the Rockwell School, ultimately going from that to the Cleveland High School on the corner of Euclid Avenue and Erie Street, from which he graduated in 1859.

Apparently he was extremely physically active all during his boyhood days, and while always small of stature, he was nevertheless quick. The Harveys lived next door to the west, and the Cushings lower down on Euclid Avenue (where the May Co., store is now) and there are many stories of games and pranks with his own large family as well as those of the neighbors - Henry Harvey, Kirk Cushing, Mark Hanna, who lived around the corner of Erie Street on Prospect Avenue, Will Gaylord, George and Mary Benedict, and many others.

One spring William Williams had his house painted - white as usual. The gang of children were interested of course, and when the painters had left, a gleaming white surface was left, simply asking to be marked up. Pencils and rusty nails were found, and each child made drawings on the new and damp white clapboards. William Williams appeared coming up Euclid Avenue in the late afternoon, and the children promptly vanished to their own yards, leaving Edward and his brother, Charles, and sister Lucy to meet their father. Lucy at once told her father that she had done it all, but he paid no attention to her, simply asking his boys to come to the barn with him; it is reported that before he finished, the boys were dancing around in lively fashion, smarting after the punishment inflicted upon them.

At another time young Edward, attempting to elude one of the bigger children in the group, fell out of the loft in the barn; his yells could be heard down to the Public Square, but he was unhurt. One day he and Henry Harvey were boxing on the Williams front porch - carefully following some rules that they had found. Charles Williams, one of Edward's older brothers, came up and asked to take part. He promptly went to it, and knocked out young Edward and Henry, who, upon coming to, complained that he didn't play according to the rules; they never asked Charles to box with them again!

Another favorite game among the boys on Euclid Avenue was "shinney", played with a ball and sticks not unlike a field-hockey stick. One day, in a stiff skirmish, Edward, being short, got hit in the face with one of the sticks, and his nose was broken. It was set by old Dr. Erastus Cushing, who lived down the Avenue. Young Kirk Cushing was completing his medical studies at the time, and he used to pay Edward Williams fifty cents a time to let him listen to his heart action, before and after exercise. Needless to say, Edward was particularly popular with his neighborhood friends, immediately after such payments. Dr.

Kirk Cushing later married Edward's oldest half-sister, Betsey.

Whereas young Williams had been sent to the Methodist kindergarten across the street, the family were nevertheless Presbyterians, and every Sunday the children attended Sunday School at the Old Stone Church on Public Square. Sunday games were limited, as to activities in those days, but occasionally the boys would escape across Superior Avenue and down to the lake, where a good beach made excellent bathing.

In 1860 Williams, having graduated from high school, entered Western Reserve College, in Hudson, Ohio, from where he graduated in the class of 1864. While in college, he became a member of the Alpha Delta Phi Fraternity, and it was during his college days that he attended a fraternity convention in Utica, New York, with his classmate, Frank Plant, and there met Plant's cousin, Mary Louis Mason, whom he ultimately married.

Immediately upon graduation from college, Williams and his brother Charles enlisted in Company B, of the 85th Ohio Volunteers, and was sent to Camp Chase in Columbus, where the volunteers were guarding rebel prisoners of war. The term of enlistment in these volunteer companies was short, and it ran out while Williams was still in Columbus, but regardless of this, the army did not let them out, and the Williams brothers

failure was avoided by

it to Edward Day and Charles Williams,

with his wife, and his father built him a house in
East 40th Street.

When coming to Cleveland, Williams put the two
thousand dollars of capital saved from the glass company into a partnership with
Henry Alden Sherwin, under the name of Sherwin, Williams, & Co., and
started out in the paint business. A few years later Charles Williams
also moved to Cleveland to become vice President and General Manager
of the Cleveland Box Co., then a subsidiary of the growing young and
newly formed corporation, The Sherwin-Williams Company.

Following the war, Williams returned to civil life, and move with
one of his sisters and his brother Charles to live in Kent, Ohio, where
he founded the firm of Day, Williams & Col, Glassmakers, in partnership
with his brother Charles, and a man named Edward Day. Day later became
Williams' brother-in-law, by marrying his older sister Laura. Numerous
trips were taken to Utica, and to New Hartford, N.Y., where Mary Louis
Mason live, and on July 22, 1869, she and Edward Williams were married,
and came to live in Kent.

In the following year, it was apparent that the glass business
could not support the three partners and their families. A serious
failure was avoided by Edward Williams withdrawing from the firm, leaving
it to Edward Day and Charles Williams; Edward moved to live in Cleveland
with his wife, and his father built him a house in Case Avenue, now
East 40th Street. Upon coming to Cleveland, Williams put the two thousand
dollars of capital saved from the glass company into a partnership with
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EDWARD PORT R WILLIAMS

Mr. Williams was born in Cleveland May 10, 1843. At the age of sixteen years he was graduated from the Cleveland public schools. A year later he entered Western College, later known as Western Reserve University, and was graduated in 1864. Immediately upon the conclusion of his college career he entered the army, enlisting in the Eighty-fifth Ohio Volunteer Infantry, and remained with the command until the close of the Civil War.

When he returned from army life he began the manufacture of glass at Kent, Ohio, where he built up a successful business. In 1890 he decided to return to Cleveland and then joined the forces with Mr. Sherwin in the manufacture of paints, oils, etc., forming the partnership Sherwin-Williams and Company.

Mr. Williams was wrapped up heart and soul in the Company's welfare and progress. He gave it always the best he had in him and did much to make it what it is today. Through the force of his personality and warm, kindly nature, he built up for it, connections that formed enduring foundations for the great business structure he assisted in raising.

Probably no man in the Company was so close to the workers in the ranks as Mr. Williams. He was never too busy to stop for a warm handshake and a kindly chat with the old timers - the men and women he used to know more intimately when the factory in Cleveland was much smaller than it is now, and when those at the head had greater opportunities to know employees personally.

In private life Mr. Williams was much loved by all who knew him. He was intensely devoted to his family; his nature and disposition were such that he made friends readily, was ever generous to those with whom he was associated. He was never happier, never more truly contented, than when aiding others in any way, doing what he could to lighten the burden of those on whom the trials of life have heavily.

Mr. Williams lived a useful, successful life. As a business man he was full of the energy, soul and fervor so necessary to the attainment of the highest success. His most prominent characteristics were his energy and his firmness. He had the power and ability to grasp things in their detail and to carry them through unflinchingly to a successful completion. In the earlier days when the business was small and its founders were laying plans for its growth and development, he was always found at the wheel guiding and shaping the policies of the Company, working here and there - in the office, in the factory - doing the purchasing, selling goods - in fact leading a hand wherever he could do most to further the interests of the little business. Everywhere he was found in overalls working side by side with the men in the mixing and grinding rooms - helping with hand and head to establish the high standard of quality which he always sought hard to maintain. It is small wonder that the older employees loved him - that they entertained for him the highest feelings of respect and fellowship. The thing that hurt him most was disloyalty or failure of a man to measure up to the trust imposed in him.

The Varnish Campaign is Booming.

BY L. J. FASQUELLE

THE varnish battle is now well under way. The preliminary skirmishes have been uniformly successful and the reports from the different Divisions show that "where there's a will there's a way."

A careful record is kept of the work done on each territory with special reference to varnish sales. A special report is in course of preparation which will show just how every dealer and agent stands on our varnish proposition.

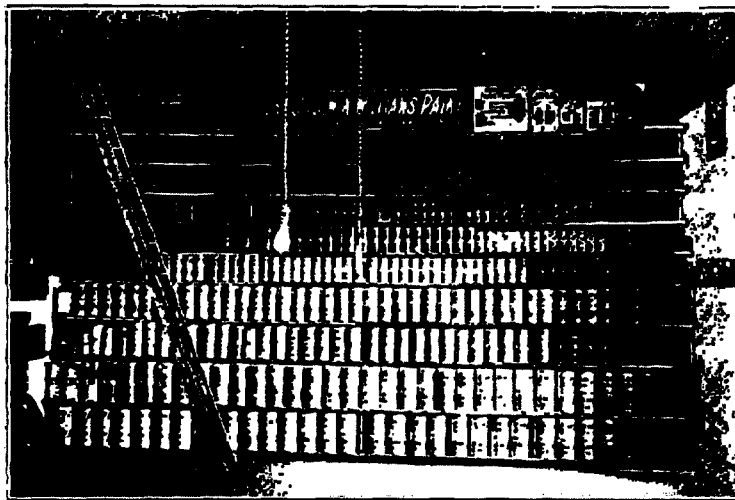
This report will be carefully checked up and the attention of each representative called to the situation in his territory.

So far every representative has

shown great interest in our "First Varnish Campaign." In every battle some are harder fighters than others and some territories have greater possibilities than others, but every point will be taken into consideration in judging the work done and the results will tell us who are the varnish salesmen of the Company.

The varnish competition report for the past month is full of intense interest and most remarkable for the number of representatives who are bunched in the race.

The promoting work with painters is in full swing and if our representatives will take advantage of the talking points it offers, many new varnish agencies must be the result.



Paint rack in store of S.W.P. Agent O. M. Spettigue, Honesdale, Pa., 22 feet long by 12 feet high. When filled will hold 1400 gallons of paint.

The Company to Open a London Office.



EARLY next month the Company will open an office in London, Eng., in order to widen and strengthen the splendid connections we have at present in the British Isles and on Continental Europe. The office will be known as the headquarters of the European Department, with Mr. W. S. Fallis as manager.

The opening of the London office is but a step in our plans for the greater extension of our business. Our trade in Europe, particularly in England, Ireland, France and Germany, has been growing in an encouraging way, and we feel that the time has come when we can more vigorously go after the foreign trade with every confidence in our ability to win the same success abroad that we have at home.



Mr. W. S. Fallis,
Mgr. European Dept.

Mr. Fallis was formerly a traveling representative in the Canadian Division. Past experience, both with the Company and in other lines, fit him peculiarly well for his new position, and we feel that with his recognized ability and thorough knowledge of the

Top-Notchers Competition.

BELOW we give the results of the first six months of the top-notchers competition. We congratulate most heartily those whose names appear in the list, for the good showing they have made thus far. The record given only covers half the year, and owing to the season being later in some territories than in others, it does not accurately represent the full results accomplished by all. The next re-

zation. The present competition only serves to make the push more interesting and to give us a record of it. We realize that the basis of the competition in some respects might be improved, and this we are studying in order that we may adopt the fairest possible plan for the next one. The business of the Company during the period covered by this record of six months has been wonderfully successful. We are ahead of our

high estimates to date and working hard to keep ahead of them. The greatest struggle of the year is yet to come, however, for two-thirds of our business is usually done in the last six months. But we are very hopeful and very confident that the immense energy displayed in all departments will land us safely beyond our ambitious goal.

WALTER H. COTTINGHAM,
General Manager.

THE S.W. ORDER OF TOP-NOTCHERS STANDING MARCH 1st, 1903.

Top-Notcher Manager,	POINTS	POINTS
Mr. A. E. Schaefer, Mgr. Central Division,	293	210
Top-Notcher Salesman,		
Mr. Jos. P. Minette, Jr., East Division,	265	218
Top-Notcher Superintendent,		
Mr. W. J. Lawson, Supt. Newark Factory,	230	217
Top-Notcher Promoting Dept. Manager,		
Mr. H. E. Terry, Mgr. Prom. Dept. New England Division,	55	264
Top-Notcher Cashier,		
Mr. C. L. Howells, Cashier Central Div.	64½	230
Top-Notcher Railroad Department,		
Mr. W. B. Albright, Mgr. Railway Sales Dept., East,	197	248
Top-Notcher Traveling Representatives,		
Mr. S. D. Whitman, Central Division,	257	258
1-A. D. Joyce,	244	258
2-Edw. S. Blanchard,	237	258
3-D. E. Fisher,	237	258
Inasmuch as the conditions surrounding the competitions in the several Divisions are different, dependent upon the number of representatives in Division, no comparison can be made between Divisions on record shown.		
In determining the Top-Notcher Representatives for whole Company, all Division leaders were judged on the same basis, and for this reason record cannot be compared with those for separate Divisions.		
The possible points for Railway, C. & M. and Promoting Department competitions being less than that for Trade Sales Representatives will account for the lower record of leaders in these competitions.		

port, which will embrace three quarters work, will indicate more.

We are greatly pleased and encouraged with the working of the plan and the interest being taken in it.

It is a good and pleasing sign to see the energy displayed by all competitors. And this is nothing new to us, neither did it require a formal competition to bring it out. Push has ever been a prominent characteristic of our organi-

RIGHT USE OF SAMPLES GETS VARNISH BUSINESS.

I BELIEVE varnish returns come most directly from the judicious use of samples to force acquaintance of painters and other varnish users with our varnishes. This is true in case of P. D. Kopal and Escallo sampling; and also when I've secured tests with Street R. R.'s, R. R.'s and Marine users of varnish.

E. T. PARSONS.

Top notcher

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Nov Dec 1903 -

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Top notcher

First 6 month results.

May 1903 Pg 73

See 1902

Top Watcher;

Cham Dec 1903 - 201

1st award 1903

Line 'Em Up.

A TALK ON THE VALUE OF THE FULL LINE. BY J. H. VANCE.

IN looking for the possibilities whereby we can increase our output, there is one important feature that is ever present, it is this: *When you place an agency, place it for the line.* Now, I well know that if this statement should be made in convention, it would precipitate a flood of eloquence that would overwhelm me, and so I'll qualify it, and add, *if you can.*

We are all very apt to close the S.W.P. deal and then cajole ourselves into letting up on the dealer on shelf goods by saying: "well, I've got a starter, I'll soon get the rest." But, it is never done. The dealer stands us off, and we put up with it; he is a good fellow, and says: "Oh, I'm buying Hackline Carriage Paints and getting 50 off. delivered, and they are satisfactory," etc., or "I'm buying Steeuer's Enamel at 11 cents in half pints and they are all right—no complaints," or "Worstenduffer's Varnish Stains, at 10 cents, in half pints, and they are very nice," etc. And so it goes—we don't line 'em up, we let go.

Now the advantages that would accrue from the full line to both ourselves and our agents are worthy of consideration. Let us first look to ourselves—look out for No. 1. Well, we would have a larger account with that dealer; this would decrease the cost of doing business and increase the net profits—very desirable. Next, it would decrease the cost for color cards, posters, signs, etc. This, I believe, will be fully appreciated by the P. & A.

Department. Again, the benefits that would come to us in sales that are made through the P. D. would be appreciable. In many instances our E's create a demand and the dealer, not carrying our lines, sells the ones he does carry, thus making our advertising a medium for selling the other maker's goods. This is well appreciated by the other maker and he puts forth an extra effort to wedge in his shelf goods on our agents, so that he may get this benefit—for which he renders no equivalent. If we can shut this off, it certainly is a benefit. Another feature that we must not overlook is that when your goods show on a dealer's shelf in a clean, unbroken line, they are advertising themselves every time a person enters that store, and every sale is an advertisement for all the other goods.

When you have gone through all the details and comparisons necessary to "line up" a dealer, you will have an agent who will say to every customer: "I carry The S.W. line because it is the best, a special paint for every purpose and I *know each one is right for its purpose.*"

The dealer's advantages—well, I'll pass. Every salesman is, and has been, very busy presenting them to him, each, of course, in his own way. We have good paints for every purpose; good varnishes for every purpose; good advertising for every article. Is it not all to the benefit and advantage of a dealer to carry such a combination? "Line 'em up."

S.W.P. ITS OWN BEST SELLER.

IN regard to S.W.P. orders will say that if I can land a man on the first order the goods will do the rest.

E. A. HENLEY.

What Constitutes a Successful Salesman?

BY RALPH BROWN, SIMMONS HARDWARE CO., ST. LOUIS.

IN an old edition of Webster's dictionary the definition of the word "salesman" is given as "one who finds a market for the goods of another man." It might be changed to read: "one who finds a market for goods." There is a sermon in this definition. A salesman in the true sense is not merely "one who sells goods," but they will use him as their referee and await his arrival for his suggestions to decide this point or that.

The partitions in this interesting structure should be used in establishing store-rooms to keep intact the knowledge of side lines his house may be interested in, and to draw from quickly when occasion requires without being humiliated to the extent of saying "I don't know," or "I'll look it up."

The roof, the protector in time of storms or uncertainty, should be built of character—as the founder of this business calls it, "store character"—a character so forceful, so pronounced, that the trade recognize the fact that what you say is *true*, that you *believe* it, that your word is *absolutely reliable*.

Character to a successful salesman is what good credit is to a business man and should be guarded most zealously. It enables him to hold his business when times are dull, as good credit enables a business man



Mr. Ralph Brown.

A thoroughly successful salesman must necessarily be born with a natural gift for selling goods. On this foundation he must build for himself by hard work, close application, and earnest thought, the structure he wishes to make perfect, and complete it entirely himself by the beautiful decorative work and the harmonious colorings necessary.

The walls should be built by having successful salesmen in other lines of business on the attributes necessary to success in salesmanship.

to tide over a financial crisis where others fail.

The windows necessary in this building are the cultivation of tact—the light that permeates the brain and indicates to us when *to* and when to *not*—the proper *time*—the proper *place*—the words to use—how many are enough—when to stop—who to say this to, and who to say something entirely different to. You would not rent a building without windows and a man cannot make a success in selling goods without tact, and just as windows have to be cleaned, so tact has to be cultivated continually by thoughtfulness and study. Personally, I will say, it is the most important requisite in selling goods, and to me has been the one that has required the greatest amount of careful thought.

The completion of this superb creation, the decorative work, the harmonious coloring, the finishing touches, are the friendships established, the pleasant smiles, the hearty greetings, the wholesome stories, the ability to make others happy by your daily contact, the enthusiasm displayed *always* of your goods, your specialties, your house, your president, your manager, your office boys, the enthusiasm that makes the trade feel that you have the best house, the best goods, the best service, and the highest standard of any house in the world.

With the above qualities cultivated to the fullest extent, any man will know how to treat each individual case. No matter whether selling paints and colors with your additional lines, hardware and the thousands of items that belong to our business, groceries or other merchandise, he will naturally ascertain the goods his customers are low on. He will study their wants, their weak points, and

he will take orders—*large* orders, and *more* orders, as a matter of course.

Can you imagine a complete man built along the above lines entering a store and asking a merchant *if* he wanted anything, or accepting as final the merchant's statement that he would have an order next trip? No, a salesman is a man "who finds a market for goods"—he is continually loading up his head with new ideas, new knowledge, new illustrations for the benefit of himself and his trade. He is constantly devising new methods of selling goods and not spending his evening hours writing the house why trade is dull.

In conclusion, I want to illustrate how we can in our daily life absorb new ideas, new knowledge, and improve our methods little by little, by repeating an incident which made a great impression upon me and the credit of which belongs to the honored president of the house it is my privilege to be connected with: "Noting over the chemist's table a magnet which hung loaded with a collection of various tools and weights, I asked: 'What is the magnet doing?' 'I am loading it up,' the chemist answered, 'it has been lying on the table doing nothing and losing its power, so now I am giving it something to do, a little more every morning, and it is gaining, it is growing stronger every day,' and he added a small file to the clamp attached to the magnet. 'That's the way,' he continued, 'God makes magnets and men. If they loaf around and do nothing, they can't do anything—they lose their force—but give them some work and they will soon be good for more than you ever dreamed they could do. Magnetic power and muscles are developed by something to do—yes, and the brains and souls of men.'"

The June Advertising Meeting.

THE Advertising Meeting will be held June 16 to 20—a week later than usual.

Each year this meeting carries with it increased labor for the managers, through the larger number of blanks and the greater length of our advertising list. In order to get over the ground to the best advantage a new method will be followed this year.

Previous to the general meeting, all blanks will be read and discussed by a committee consisting of the General Manager, the Manager Divisions

West, one Division Manager, (this year Mr. A. E. Schafer) and the managers of the P. & A., and Promoting Departments. This committee will shape a general advertising policy and also make special recommendations on the individual features, for presentation at the meeting of all managers.

We believe this plan will greatly facilitate the work and be productive of excellent results.

The blanks are now being received and we can see plenty of hard work ahead for the committee.

A Debating Club Organized at Cleveland.

THIS "S-W. Get Together Club," a debating club, was organized at Cleveland, April 13th. Its object as set forth in the constitution is:

"To promote good fellowship, aid its members to think comprehensively, and to speak logically and forcefully in public; to develop interest in the problems of the day."

The membership is composed of heads of general and division departments at Cleveland and first assistants.

The first meeting of the club was entirely informal, simply for the purpose of getting together and organizing on a formal basis. Short talks were given by Mr. W. H. Cottingham on "Organization," and by Mr. A. E. Schafer on "The jobber—his proposition as compared with that of the manufacturer."

The second meeting was held the evening of April 28, the subject for debate being: "Resolved, that to a business man success in life means success in business." The affirma-

tive was taken by Messrs. E. C. Holton (leader), L. F. Body, and C. I. Howells; and the negative by Messrs. Geo. W. Ford (leader), W. J. Sohlinger, and J. Cogan. The discussion following the debate proved to be a very fruitful one and was participated in by all those present.

The next meeting will be held May 25th, the subject selected for discussion being: "Resolved, that the present system of trial by jury does not tend to a fair show of justice."

Regular meetings will be held at stated intervals hereafter. Dinner is served on meeting nights in the Company's lunch room.

The S-W. Get Together Club is the result of plans laid by the General Manager. It is a project that he has had in mind for some time, and now that the first step has been taken in Cleveland, it is his hope that similar clubs will be speedily organized in the other divisions.

DIVISION NOTES.

Central Division.

The Central Division has recently been showing some record breaking weeks, and inasmuch as our good painting very has only been with us for a very short time we expect to continue putting up high marks to shoot at for some time.

As a means for still further increasing the splendid gains we have been making, we want to call the attention of the salesmen again very thoroughly to the special ad service and property owners' list as being two mediums which will probably accomplish more for them now at just this season of the year than any others which they could probably interest themselves in, in the way of special trade sales work.

If you are not urging these points strongly with every S.W.P. dealer you call upon, don't delay another day, but see that you arrange for his ad service and for property owners' list to go in before you leave his place of business. "He said that the mill will never grind with the water that is past," and in like manner your sales cannot be increased by the purchase of some one else's paint which a property owner has made, whereas with our ad service and property owners' list he could in all probability have been swung into line for S.W.P.

We also want to see an extra effort made from now until the close of the year on our shelf lines. Fill up any little gaps with F.P., R.P., E.P., V.S., First Quality, Q.D., and don't let them stand open for your competitor or the jobber to come along and sort up with some other make. Urge

Western

This division has just passed through another month which will show the largest April of any April in

your dealers to specify our shelf lines to his jobber and let him make it so imperative that the jobber will not presume to supply something else than our goods in their stead.

Notes of the Club Room.

The club room floor has been treated to a new coat of floorlac, which makes the room look very inviting.

The last few volumes of some of the best current literature have been attractively bound, and make a valuable addition to our library. The list includes: "The World's Work," "Success," "Public Opinion," "Harper's," etc.

Checkers and carroms still hold favor. The latter game, owing to its similarity to 15 ball pool, has become so popular that it has been necessary to set aside a portion of the room for the exclusive use of its devotees.

The S.W. Employees' Mutual Benefit Society has just issued a very attractive edition of its constitution and by-laws. This organization is worthy of the support of every employee of the Company. You can not find a better way to provide a small income during illness or accident. Look into it.

The S.W. Glee Club was organized some weeks ago. It's all right, too. More on the subject later.

A. E. SCHAFER,
Mgt. Central Div.

Division.

The Western Division. The number of orders shipped have been in excess of any other month since our removal

to Pullman. Every department is crowded to its utmost capacity to keep pace with the business.

Some serious delays have been experienced not only in making shipments but also in rendering invoices, but we are now getting into a position where we can fill orders more promptly and render invoices more promptly. The demands on the factory here have been excessive, and to add to our difficulties we experienced an interruption on account of the breakdown of one of our engines just at the most critical period. The new power house is now in full working order,

Eastern Division.

Mr. Donnison returns to his work in foreign fields April 29th, sailing on the St. Paul, with unlimited confidence that greater successes than ever will attend his efforts, and he is thoroughly equipped to meet any and all competition. Our best wishes for a safe journey and unbounded success go with him.

The Eastern Division extends a cordial and hearty welcome to Mr. W. S. Fallis, formerly of the Canadian Division. Mr. Fallis will take up his work abroad and expects to sail for his new field the latter part of this month. We feel confident his splendid record made in the Canadian Division will be continued under the Export Department of the Company. Mr. Fallis will go out with the best wishes of all of us, and he may depend upon the hearty and loyal support in every detail surrounding and entering into his new duties.

The varnish campaign bids fair to be one of the hottest fights ever put up on the part of the staff in putting

however, and we need not look for any more trouble in this direction; and with everything running at its full capacity, we shall soon be filling orders with our usual promptness.

Special attention should be given this month by all representatives to the varnish end of the business. As during the months of May and June we shall look for large increases in our sales in this important line. The goods are right, the prices are right, and it is up to the selling force now to swell the sales. A. M. PARKS,

Mgt. Western Div.

our line of varnishes up to the front and keeping it there. The reports from all territories indicate the strong determined effort in carrying out the varnish campaign, and each mail brings evidence of successes.

The last call for "F" lists finds the best record of any year. The shelf goods we are sampling in the "F" should show steady gains on each territory. Watch the results carefully.

We are pleased to have the staff reporting unused advertising matter being dug out from drawers and from under the counters where it has been placed in a hurry, often by thoughtless hands, and forgotten. Keep up the good work, and before making out an advertising order, check up against the use made of that previously sent where agents or clerks do not as yet appreciate its full value and its cost.

Better all around work touching many points mentioned in previous notes shows up in April on the part

of each representative. Continue to give greater thought to your territory and its difficult problems, that your traveling may be more to execute pre-

Canadian Division.
We have had a travelers' meeting in miniature since the last issue of THE CHAMELEON. Messrs. Roemer, Fallis, Harkness, Thomas, Vincent, and Crevier were all in off the road, and each territory was carefully gone over, with a view of rounding up more agencies.

We have much pleasure in announcing the marriage of our Montreal representative, Mr. Auger, to Miss Prevost, on April 20th. We extend our heartiest congratulations and wish them every happiness.

We had Mr. Cottingham with us for a few days this last month, also Mr. Richardson and Mr. Beardalee.

We were exceedingly pleased to welcome back to Canada again our former representative, Mr. Donnison.

New England Division.

What is the reason we do not get more agents into line on our Kopal and Excello plans? Those agents who have adopted this advertising are increasing their varnish sales. Your standing in the varnish competition can be bettered by getting other agents on these varnishes and the Six Big Specialties.

The series we have started on painters ought to do a large amount of missionary work. Do not forget to

Pacific Division.

Don't believe our agents were ever as enthusiastic as they are this Spring. As evidence of this we quote from a

arranged plans well thought out—be aggressive.

H. D. WHITLSEY,
Mgr. Eastern Div.

Division.

We regret, however, that his time with us was, of a necessity, so limited.

Up to April 1st, Mr. Fallis was our top-notch salesman for the division, with Mr. Harkness a very close second. However, many of the orders taken by our representatives were not to be shipped until the low freight rates came into effect, so it is anybody's race now. We are pleased to note that Mr. Thomas leads in Kopal sales. Our varnish business is showing marked improvement in all territories, and we know that all of our travelers are giving careful thought to this branch of their spring business.

We regret that we are losing Mr. Fallis from this division, and wish him every success in his new field.

C. C. BALLANTYNE,
Mgr. Canadian Div.

tell B.P.A.'s about it, and point out to them the advantages to be derived from this co-operation.

C. & M. promoting is getting under way, and we have not experienced any difficulties as yet in giving this work prompt attention.

We are looking for some good suggestions for 1904 advertising.

H. M. GORDON,
Mgr. New England Div.

letter received today from one, ending up like this: "If pushing will get the Paint business you can bet on us."

This is the way we want it.

"April Showers" of paint and varnish orders have made this our biggest month yet. There is, however, every indication that May will beat even this high record.

South-Western Division.

The last day of April was a busy one for our Shipping Department. Two hundred and sixty shipments, aggregating over 65,000 pounds. Not bad for the baby division.

Our Promoting Department was much benefited by a visit from Mr. Harry Dwight Smith during last month.

One enthusiastic agent is worth a cart load of "milk and water" ones. We congratulate our salesmen on what they have accomplished in this direction.

ALEX. SCLATER,
Mgr. Pacific Div.

Remember that we are promoting C. & M.'s Street Railway and Railroad business as we never did before. Don't forget to make good use of it for we are expecting "great things" between now and vacation time.

F. F. MYERS,
Mgr. S.-West. Div.

DEPARTMENT NOTES.

Trade Sales Department.

Pacific Division, G. G. Mowat, 23 new agents.
Eastern Division, J. P. Minette, 20 new agents.

Leaders in Floor Finish Sales.

Since last month's issue the Floor Finish contest has grown more interesting. Mr. Harkness, the leader in the Canadian, is gaining slowly but surely on Mr. Sheldon. and if the same good work is continued next month, it would not surprise us at all to see a change in the leader. There is good work being done in the other divisions, and those mentioned in order are running so well that a little extra effort would bring them to the front surely.

Eastern Division, H. T. Sheldon.
Canadian Division, J. J. Harkness.
New England Division, R. F. Ketchum.

Record of New S.W.P. Agents.

The Western Division is increasing its lead in new agents each month, Mr. Kane being seemingly determined to hold first place at any cost. The Central, through the good work of Mr. Benedict, has pulled up to third place. In the New England, Mr. Wasgatt has wrested the honors from Mr. Ketchum: a like change is noticeable in the Eastern, Mr. Mine-tree having distanced those who were disputing first place with him last month:

Western Division, W. G. Kane, 63 new agents.
Southwestern Division, S. P. Moore, 43 new agents.
Central Division, I. M. Benedict, 29 new agents.
Canadian Division, Geo. E. Roemer, 25 new agents.
New England Division, C. I. Wasgatt, 24 new agents.

Pacific Division,
G. G. Mowat.
Western Division,
C. S. Wheeler.

Varnish Sales Department.

Leaders in General Varnish Sales.

Only one change has taken place in the position of the different divisions since last month's report, the Eastern Division taking fourth place away from the Central Division. The fact that so few changes in position have occurred does not mean that some great work has not been done by the leaders.

The leaders are:

Southwestern Division,
1st—S. P. Moore,
2nd—W. S. Falls.
Western Division,
1st—Geo. E. I. Dyson,
2nd—R. E. Sonquist.
Eastern Division,
1st—J. P. Minetree,
2nd—H. A. Waterman.
Central Division,
1st—J. H. Vance,
2nd—F. E. Swinford.
Pacific Division,
1st—S. W. Smith,
2nd—E. T. Parsons.
New England Division,
1st—R. F. Ketchum,
2nd—F. B. Hare.

Leaders in Kopal and Excello Sales.

Eastern Division,
H. T. Sheldon.
Pacific Division,
G. G. Mowat.
Southwestern Division,
W. W. Walton.
Canadian Division,
C. A. Thomas.
Western Division,
H. E. Billau.

Central Division,
A. D. Joyce.
Southwestern Division,
J. E. Bramberg.

Varnish Sales Department.

Central Division,
J. H. Vance.
New England Division,
I. B. Wells.

Leaders in Mar-not Sales.

This contest is a beauty, there being now hardly \$100.00 difference between the first man and the last. The New England Division has stepped ahead of the Central Division, there being a difference of less than \$3.00 between them.

The list is:

Eastern Division,
H. A. Waterman.
Pacific Division,
G. G. Mowat.
Western Division,
S. H. Stewart.
New England Division,
A. J. Horton.
Central Division,
A. D. Joyce.
Southwestern Division,
D. C. Jordan.
Canadian Division,
C. A. Thomas.

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.

So far the results of the spring varnish campaign have been very gratifying and we appreciate the interest shown by each representative.

Some tall hustling has got to be done, however, in order to reach the estimates, and nothing but the hardest kind of work and co-operation with the Division Managers and the Promoting Department will land us ahead

of our estimates. If July 1st is to mark our first varnish campaign a complete success, every man must take his coat off and go at it.

L. J. PASQUELLE,
Mgr. Varnish Sales Dept.

C. & M. Sales Department.

Inasmuch as all manufacturing trades, outside of perhaps the iron industry, will soon be slacking up in their work, our salesmen will find the next 30 or 60 days a very opportune time for getting in line with such people for their next year's requirements. Among those who expose samples for weather test the salesmen will find that various makes are put out sometime during May or June so as to get the full effect of the bright hot sun and where we intend to compete for the business, it will be necessary to be included in such test in order to secure necessary consideration at the time contracts are let.

Many of our trade salesmen who were allotted some specialty work to do in their territories have made a very satisfactory showing in going after C. & M. trade. There have, however, been a good many others who have shown comparatively little

interest to what we had hoped, and that lack of interest is being evidenced in their report of sales. We want to urge every salesman to root up, between now and the summer vacation, every opportunity for doing business in specialty lines that exists on his territory, because the report of work done by the individual men will be used very largely as a guide by the management of the department in making territorial changes in specialty work for another year.

Mr. W. M. Mountain has been engaged as special varnish representative. He will call on the large manufacturing trade. Mr. Mountain is a man of much experience in the varnish business, both in the practical application and selling end, and we feel will do much to place S.W.V. on a firm footing with the large trade. We wish him success.

A. E. SCHAEFER.

TALK WITH THE AGENT ON VARNISH.

AFTER reminding the agent that the painter's and consumer's source of supply for varnishes is where he buys his paint, and, as practically all our agents are doing a lumber paint trade that before they handled our goods, I impress the fact that the possibilities in the varnish line are great and quality counts just the same as in paint. Quality is the basis of our success in S.W.V., and is what we are basing our future success in varnish on. I then show what we are doing to promote the sale of varnishes and point out to the agent that he is the man that we look to for support, as the other merchants feel his competition with our paints to such an extent as to strongly antagonize them against Shurwin-Williams' products in general, and if we did find a man free from prejudice, he would not be handling our varnishes long until he also would ask for some of our other lines.

C. A. THOMAS.

Manufacturing Department.

Plant Number One, Cleveland.

We are glad to announce the appointment of Mr. F. W. Ballard as master mechanic of Plant Number One to fill the position recently vacated by Mr. E. J. Moore. Mr. Ballard is a mechanical and electrical engineer, graduate of Cornell University, and has had an extended practical experience in power plants. We bespeak for him the hearty co-operation of all with whom he may be associated.

Plant Number Two, Chicago.

Although we are turning out a larger number of orders than formerly, we find it difficult to hold our own. There has been an unusually large amount of new business coming in and, being unexpected, we were not prepared to meet it.

We realize more than ever the vast undertaking we have set out to accomplish. Notwithstanding all this, we expect in the near future, when fully equipped and the plant running at full capacity, to be prepared to fill all orders promptly.

The demand for new colors coming in from the Sales Department has kept those in the chemical and experimental laboratories busy, using every effort to keep ahead of the times, and results from this department are most gratifying.

We are in receipt of a pianola, presented to the club room by the Company. It is very much appreciated by all.

Plant Number Three, Montreal.

The additional changes at our Varnish Factory are progressing satis-

factorily, but are liable to be hindered by the carpenters' strike which is now on.

We had the pleasure of a visit from Mr. Beardslee and Mr. Cottingham during the past month.

The plans of our new factory and warehouse leave nothing to be desired. Every need, as far as can be anticipated, seems to have been considered and provided for, and we can look forward to a number of years at least with ample manufacturing facilities and storage capacity for our increasing business.

Plant Number Four, Newark.

The equipment in our new building, after many delays, is at last complete. This installation, consisting of five 30 in., four 21 in. and two 16 in. mills, provided especially for the C. & M. trade puts us in a position to fill orders more promptly than we have been able to do in the past. The equipment is up to the usual standard of excellence and presents a handsome appearance.

We find ourselves in better shape to take care of the Spring business this year than ever before. Our stocks are large and well assorted, and we are getting out orders with a promptness satisfactory to our customers and ourselves.

The electric sign reading, "Largest Paint Makers in the World," put up on the front of "A" building, facing the river and the Pennsylvania and D. L. & W. Railroads, is causing considerable comment, and is proving itself to be a most valuable advertising feature.