

The Chameleon

"TO DO
IS TO
SUCCEED"

MAY 1902
Volume V Number V

N23590

The Chameleon.

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THE VARNISH SALES COMPETITION.

THE varnish sales competition that was inaugurated at our last convention has been watched with great interest by all in the Sales Department, and by the management. It has proved to be very close and exciting, and no doubt has helped very materially in piling up the remarkable gains made in the varnish line.

The competition has yet a considerable time to run and all are still in the race, with a good, wide field ahead; so let no man despair of finishing a prize winner. It will be no small honor to be found among the leaders.

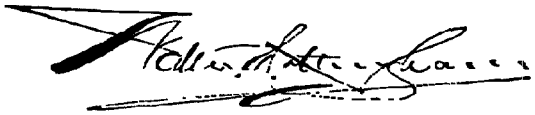
I am personally very much pleased that this competition has worked so well, for I am a firm believer in rivalry of this kind and would like to see more of it practiced in our business.

Competition is good for all of us. It compels us to exert ourselves, and spurs us on in our efforts. It forces us to think and plan, and plan and think, until we find a way to overcome it. It stimulates ambition, exercises ability. *It keeps us keyed up.* And I tell you, we all—*every one of us*—need some such spur as competition to keep us in good form and always up to the mark.

Anything that makes a man strive to make the most of himself is good for him. So let us all welcome fair competition, whether it is from the outside or the inside, and let us *go in to win* in every case. There's mighty little hope for the man or concern that fails to meet competition in this spirit.

An attractive feature of such competitions as that of the varnish sales is the opportunity it affords those who compete to add to their income. It is a pleasure to us to pay the premiums, as we are anxious to recognize and reward specially good work at all times.

I have often thought it would be a good thing to have a plan of competition among our agents. The trouble we always encounter in all competitions is to find an equitable basis to work on. Perhaps someone can suggest a plan for our agents: if so, it will be very welcome. Try it.



General Manager.

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1903—To be the Greatest Ever.

THIS has been a big year, a great year for us, but 1903 is *"to be the greatest ever."*

We've made up our minds to it, and we're going to accomplish it.

But we cannot do it alone. We must have the co-operation of each individual, and there is no better way to give it to us than through the suggestion blanks for 1903 advertising, sent to the representatives and others early in the month.

In football it is the team work, the mass plays, that force the ball toward the goal and win the game. So it is with us. It is only by massing our forces, that we can hope to keep on gaining and improving.

We have accomplished great things during the past year. We've made tremendous gains. But we must not be contented. Business is one long continuous struggle and if we rest upon our oars we will soon find ourselves overtaken and outstripped by our competitors. We must, all of us, keep pulling, increasing our stroke, striving to do better, with a firm determination not only to keep our lead, but increase it.

We are on the threshold of 1903, and we intend to make it a most remarkable year. We intend it to be the *great* year in our history. We depend upon *you* to make it such: we want your help, we want your best thought on the new suggestion blanks.

There are five prizes offered this year, and in order to make the competition fair and equal and to stimulate the greatest effort, we have classified them as follows:

Class 1—For Traveling Representatives only.

This year we decided to inaugurate a special competition among the traveling representatives and offer two prizes.

First Prize, for the most valuable suggestion, $25.00 in gold.

Second Prize, for the next most valuable suggestion, $15.00 in gold.

Only the traveling representatives are eligible for the above prizes. We expect close work here and are looking forward with much interest to the good papers we know we shall receive.

Class 2—For all other employes receiving blanks, except division and general department managers.

First Prize, for most valuable suggestion, $25.00 in gold.

This brings the office men, promoting men, etc., into a class by themselves. The papers here will be watched with close interest. We expect good ones.

Class 3—For all handing in suggestions except division and general department managers.

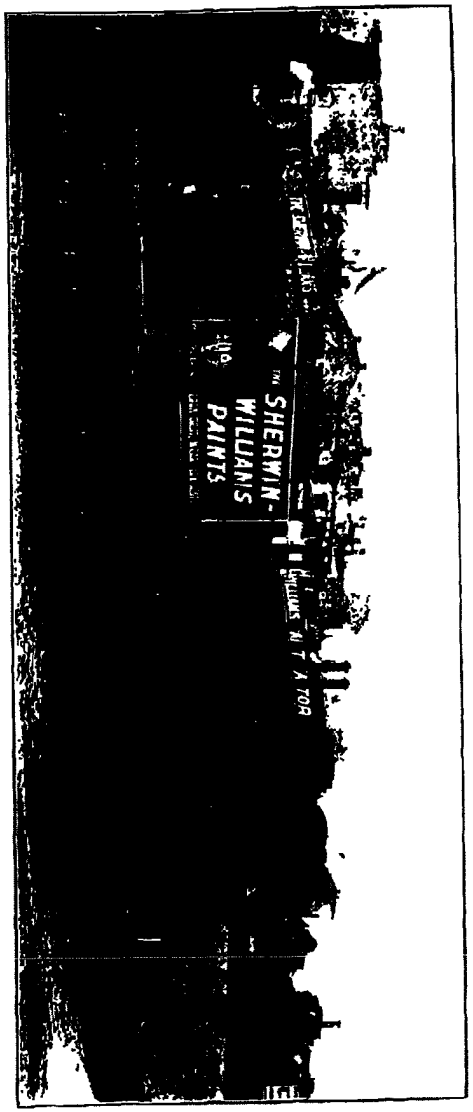
Special Prize, for most complete, intelligent and comprehensive report, $25.00 in gold.

This is a free for all prize open to traveling representatives, office men, promoting men, etc., alike. It's a prize worth the winning. Go after it.

Class 4—Special varnish price.

Such enormous strides have been made in varnish sales during the past year, and the field presents such a grand opportunity, that we decided to offer a special prize of $25.00 in gold to the one making the best suggestion for increasing the sales. This is open for all. We want everyone to work hard for this prize, and are looking for plenty of good ideas.

The advertising meeting will be held in Cleveland, June 9, 10 and 11, so get your papers in early.



The River Front of Plant Number One

It needs but a glance at the accompanying picture and the one on the following page to illustrate the wonderful growth of the Company at Plant No. 1. Twenty-four years is a comparatively short time, and yet in that time we have grown and progressed in a manner that is truly surprising, and after all, not so surprising when one reflects on the solid foundations upon which we have built, and the great strength of our present day organization.

In 1878 the unpretentious building, the rear of which is shown on the following page, represented our entire manufacturing strength. It was not even our own, being rented. This building is still standing and is located at 137 Water street, a short distance from our present plant. A close inspection of the picture will show the remains of a sign advertising the old firm of Sherwin-Williams & Co.

The entire river front of Plant No. 1, as will be seen, is not shown in the photograph. Neither are the box factory or the new Linseed Oil Plant. The top of the P. and A. Building is seen in the right of the picture.

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Plant #1

I. F. P. Quality as a Selling Force.

BY O. A. MOWATT

QUALITY has always been a power with me, and it has helped me over many a hard place in the road and has won many an agency for me.

Often I've worked long and hard on a B. P. X., using every argument I could possibly think of, only to succeed in placing a small and disheartening line of shelf goods. And yet it was the quality of those shelf goods that paved the way for the entry of the full line later on.

I recall with pleasure an experience I had in landing a new agent and one that proved to me conclusively the value of quality, especially I. F. P. quality, as a selling force.

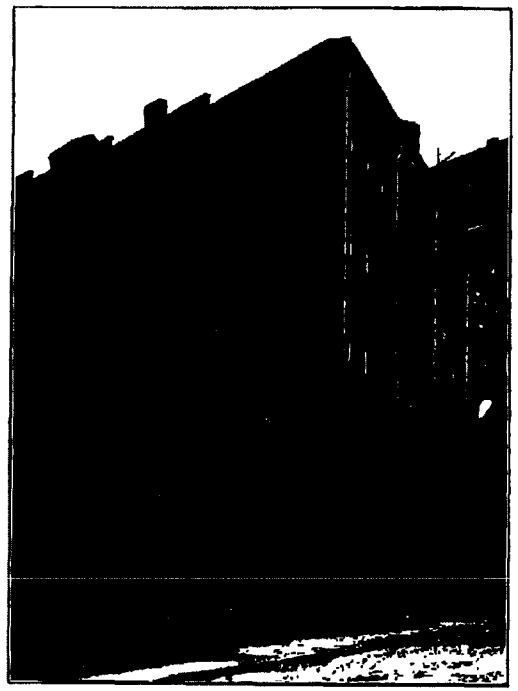
On my first trip to a small town, I sold my man fifty odd gallons of S. W. P. and some I. F. P. He was low on floor paint, so I wired for I. F. P. and mailed the order for S. W. P.

In a few days, however, the house advised me that my sure-enough agent had written in cancelling his entire order, but that I. F. P. had been shipped.

About five months later, I called to see my man again, and after some talk I asked him why he cancelled his order. "Well," he said, "I got thinking after you left of the high price of your paint and the time it would take to get it from Chicago (he got his other paint from a town 75 miles away) and decided to cancel the order. Your Inside Floor Paint came along, however, so I put it on my shelves."

"What do you think of it? have you had any success with it?" I asked. "To be frank with you," he replied, "it has sold better than I expected it would. When a customer came in asking for floor paint, I told him I had two kinds, a low priced one and a high quality one—The Sherwin-Williams Floor Paint—a paint I could recommend and one that would wear long. I sold yours every time. I have only two gallons left now and I believe I can sell your house paint without any trouble." Of course, after that, it was a cinch to land him.

I. F. P. did the trick, and I'll tell you I find it a mighty good entering wedge. It's sure to pave the way for the full line, wherever it goes.



Rear view of The S-W Co paint in 1878.

Shellacine Making Splendid Headway.

SHELLACINE is making giant strides and is taking hold with a rapidity and vigor that promises well for its future growth. It is meeting with splendid success in all departments, and is an article that is worth all the energy and push that can be put into it.

It stands up well under every test given it, and is finding great favor everywhere, and particularly among manufacturers, as the following letter indicates:

Muir, Mich., April 25, 1902.
The Sherwin-Williams Co.

Gentlemen—Some time ago we bought a one gallon can of Shellacine from your salesman to be used in first coat work on our washing machine frames. This one gallon covered 166 frames. We bought a small amount that we might test it thoroughly before placing a large order.

We have used a great many different kinds of wood filler, and must say this preparation is far superior to anything we have previously used. It preserves the wood perfectly and holds the varnish out so that it presents a beautiful, glossy finish.

In the future we shall use your Shellacine in preference to all other preparations for first coat work.

Very respectfully,
THE MUIR WASHING MACHINE CO
Per A. A. Stoddard, Secy.

There's plenty of opportunity in the Trade Sales Department to push Shellacine with satisfaction and profit. It is put up in an attractive package, the trade mark name design



Trade mark name design for Shellacine

is distinctive and helps make the goods stand out well on the dealers' shelves.

We urge all the representatives to make a strong effort to increase their sales in Shellacine. We want to see it go ahead—we want to see it make still greater gains. Push it strong.



0007-SWP-00013189

Metalastic

A Good Old Paint with a New Name.

METALASTIC is the new name for P. M. 5. For a long time we have felt that the name P. M. 5 was not suggestive enough, and did not readily convey what the paint really is, so we decided to change it. Metalastic, the new name, is distinctive and instantly suggestive of an elastic metal paint—just what Metalastic is.

We are going to push Metalastic. A new trade mark design—the one shown at the head of this article—has been adopted for it. We are advertising it vigorously in some of the trade papers. A new Metalastic booklet is being printed and will soon be off the press, and a rousing campaign is being mapped out to work up the general sale of the goods.

Metalastic is a paint it pays to push. There is no better paint for iron and steel made. It prevents rust and preserves iron and steel—it's steel's protector. We offer it as the best preservative yet found for all metal surfaces.

Metalastic is pigment ground in oil. It's simple and effective.

The pigment is composed of carbon, graphite and other inert materials. Each of these possesses certain preservative properties when united with the proper vehicle, but none of them is entirely effective alone. In each something is lacking. In each is some defect. We have made a study of them, and have discovered their strong and weak points. We have found a means of correcting their faults and adding to their advantages. We have found further that by uniting them in certain proportions a more perfect pigment results, and this is the pigment of Metalastic.

A perfect metal paint depends upon the efficiency of both the pigment and the vehicle. They must have a perfect affinity for each other, and when united hold firmly together.

Linseed oil is the best vehicle for a metal paint, because of its superior drying and binding qualities and its great elasticity. Linseed oil is the only vehicle used in Metalastic. It is, however, specially treated by us for the purpose, all harmful and extraneous matter, such as water, albumen and mucilage being removed.

In addition to removing these defects our treatment of the oil increases and improves its drying qualities, making the use of dryers or Japans, which are destructive, unnecessary.

Metalastic perfectly seals the surface to which it is applied and is impervious to air and water, and unaffected by them, and positively prevents rust. It is also elastic and conforms perfectly to the expansion and contraction to which metal is subject.

Metalastic is going to win. We will make it win. It's a splendid paint—one it will pay you to put extra effort into.

Metalastic is made in two colors only—black and brown. The price will remain the same as on P. M. 5.

Metalastic is the best paint made for iron and steel bridges, structural iron work, overhead construction work on electric street railways, steel cars, steel barges, iron, tin and galvanized roofs, metal poles, in fact for any metal surface that is exposed and subject to rust.

Go after the Metalastic orders. See what trade you can work up on it in your territory. If you need any help, call on us—we'll assist you with a will. Make a special effort on Metalastic. It's a winner.

Town Reports from the P. D. Standpoint.
Concluded.

Large Consumers.

This head provides for large trade sold direct, such as C. and M., Railway, Street Railway and Marine business, with the exception of carriage trade which has a heading of its own.

As the representatives will remember, Mr. Schafer went very thoroughly into the details of the C. and M. Department at the convention, illustrating the fine position we are in to develop this business and the prospects it holds for the Trade Salesmen.

As a rule the goods sold here are all special orders, and so it is very necessary that a complete and detailed report be made in each instance. Be careful to describe the methods in use, the particular purpose for which the paint is intended, and just how it is to be used. State also the paint requirements of each individual concern, and if you want any special line of promoting followed, so advise us. When a special report is made, please indicate by "X" in front of name on regular town report.

All the business that is created here and is properly cared for will always be placed to your credit.

When reporting on Railway, Street Railway and Marine trade give in every instance the name of the purchasing agent, general manager or whoever else does the buying.

There are many small railways and street railways the individual painting requirements of which are small, but in the aggregate, sum up a tidy business, and help swell your sales. It is very necessary that in going over your territory you try to ferret out every bit of prospective business in these lines. If you can't go after it yourself, pass the information to the P. D.—we shall be but too glad to promote the business for you.

In Conclusion.

As we said once before, town reports are the stepping stones to future new agents. They are the foundation stones of your greater success. Fill them out as completely as you can. It means work for you and the P. D., but it's work that will pay big.

In conclusion, we would ask the representatives once more to do their best to send in town reports promptly. We know that you are pretty busy and that you have lots of hard work ahead of you, but if you knew how delayed town reports clog our workshop, what unnecessary overwork they cause us, we are sure you would not think of bunching your reports.

Remember the advertising suggestions. The prizes and the honor of winning are worth an effort.

It's a big field and no favor, and the best paper wins.

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DIVISION NOTES.

Central Division.

The boom is still on in the Central Division, and we are too busy filling orders to think about "Division Notes" to any great extent. We are glad to see our increase over last year in:

Direct orders to date 42%
Number of new agents secured 76%
Number of galls. first orders 122%
These figures tell the story.

The strife for varnish prizes is becoming hot with us. The Kopal plan is being worked by a few representatives with the greatest success, and it is surprising how much enthusiasm in this line can be infused into an agency by a little push on the part of a representative.

Our sales of Aluminum Paint are mounting up day by day. It seems that we have struck the popular favor in the excellency of this product. Its freedom from objectionable odor, its brilliant effect, large covering capacity—all these, when fully appreciated, make invincible arguments in its favor.

We have been interested in looking over specific results from our promoting work, and find the number of agents landed through correspondence, where it was impossible to get the representative on the ground, shows a very good percentage of the total gain. We feel that the next few weeks will practically tell the story in regard to the possibilities of new agencies for the present season, and we are extremely anxious that our representatives should put forth every possible effort and round up every available prospect.

Both the reply postal cards from the "E's" and our prospective order blanks are coming in to us very freely and we have already received most complimentary acknowledgments from many of our agencies for the aid which our personal letters have been giving in their locality.

Our past due list is smaller now than we can recollect of its being before at this season of the year. This is encouraging in view of our increased sales.

June 1st will soon be here and we are looking forward to unusually large collections. Thus far it has been all outgo and no income, comparatively. We hope our customers will feel so good over increased sales that our bills will be promptly met when due.

Discounts have been rather freely taken this spring, which is indicative of healthy condition of trade. The only exception is with some of the C. & M. trade in the South, due to poor crops, drought and unfavorable local conditions. We have also been fortunate in having few failures thus far, and these only of minor importance.

We have had in our office for some time a Brandt Automatic Cashier to aid us in putting up our large pay rolls. This device is labor saving in that it assembles small change and drops it into an envelope by simply pressing a button. By its use we are able to put up our large factory roll of over 300 items in one hour's time.

Western Division.

The increase in the manufacturing facilities at Pullman has afforded us much needed relief and will place us in a position to vastly improve our shipping service. Some of our large shipments, particularly those of the Railway Department, are now being cared for there.

We have just closed arrangements, through our Mr. Walton, with The Salt Lake Hardware Co., Salt Lake City, Utah, whereby they become distributors for The Sherwin-Williams Products in Salt Lake City and surrounding territory. The opening order is a very fine one, and Mr. Walton is to be heartily congratulated on the good work he has done. The establishment of a distributing depot at this point will bring us into closer touch with the trade tributary to Salt Lake, and we are expecting to see the sales from that section increase perceptibly from now on.

Eastern Division.

We wish to call particular attention to our entire line of shelf goods and ask for redoubled efforts on the part of each of our staff in making May a record breaker.

Do not overlook any mill property on your territory. These mills and factories are often located in the outlying section of towns and we wish this business looked up thoroughly as there are large results possible in going after this trade.

Each S.W.P. agent who is without a supply of our shelf goods needs our strongest attention. Let your reports cover suggestions for promoting work in the interest of shelf goods.

The Western Division Railway Department reports a wonderful increase in sales. During the past month, especially, business has been unusually brisk, very large orders having been received from some of the car and railway companies.

Miss Cora Bain, stenographer in the Railway Department, has been compelled to resign her position owing to ill health. Miss Bain has been succeeded by Mr. W. Scott Bradley.

With this issue of THE CHAMELEON, we are very happy to say that Mr. Parks is rapidly improving. He and Mrs. Parks will leave about the 20th of this month for Montreal, whence they will sail on the 22nd for Europe. They expect to stay abroad about two months.

The Western Division is after those advertising prizes.

Carriage hardware jobbers on the various territories who are not at the present time handling Buggy Paints, Q. D. Blacks and Colors, Gloss Colors and P. M. should have these lines strongly brought to their attention.

The Depot Paint booklet is bringing in Depot Paint inquiries daily. Follow every inquiry closely. Let no unsolicited railway business on your territory escape. It ought not to be a hard matter to supplant lead and oil with Depot Paint. Push it.

Let your advertising suggestions be given unusual thought and attention this year. We must be alive to the demands of the East and how to meet

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them with the most progressive and attractive advertising.

Kopal and Excello are naturally leaders for the general trade. Keep them to the front.

Now is the time to put yourselves in a position to go after all of the C. & M. business vigorously, as contracts will begin to expire in July, August and September. Our samples and prices should be well in hand in good season for the requirements of the trade whose business we expect to secure during the coming year. The magnificent field throughout the Eastern Division and the strength of our C. & M. Department should enable each salesman to successfully command the major part of the C. & M. business on his territory. Full reports and thorough work will show excellent results, that's sure. Do not overlook the hotel business. The P. D. is in a position to follow up every bit of information you give them.

Canadian Division.

The representatives have in nearly all cases covered their territories and the results show large increases, evidencing the good work which all have put in. The prospects are bright for further and larger gains, and as they point to a continued active demand for paint, our manufacturing capacity will be taxed to its limit, if not beyond it. It has, heretofore, been "up to" the Sales Department, but the position will now make the Manufacturing Department hustle to keep from being overwhelmed.

The representatives will start out on their second round greatly encouraged with the results which have been the fruit of their efforts, and which ought to stimulate them to keep up the good work that the end of the year may see further gains.

The Promoting Department has been given the unqualified support of all of the representatives, and it is gratifying, in the extreme, to have such earnest co-operation. Our thanks are due them, and the good results which this Department hopes to show will be dependent, to a large extent, upon the material the representatives have given us, and the help they will continue to render.

Three out of a possible five. What a record to make. It's well worth going after, and the winner gains profit and honor.

Do not overlook Muminum Paint, Truck Colors, Roof Paints and Pole Paints.

Extra Heavy Hull White should be used in every ship yard and by every marine railway along the coast. It is superior in every way to lead and oil and is full heavy. Post yourself fully.

The new Copper Paint Green is equal in anti-fouling properties to Brown and Red. We want more orders for Copper Paint.

Bottom Composition No. 1 and No. 2 are being applied to some very prominent vessel property.

Mr. Harry Dwight Smith spent a few days with us last month.

We are now occupying our new offices, suite 60, in the Manhattan Life Building, 66 Broadway, N. Y.

New England Division.

We are greatly encouraged by the way in which the sales are pushing ahead of last year's record. The gain this year is, in a large measure, due to the hearty co-operation and hard work of the representatives, and they are to be complimented and thanked for splendid support they have been giving us.

We do not want N. E. representatives to forget the varnish prizes nor the rewards for best suggestions for 1903 advertising. We want, at least, one of the advertising prizes.

The season is so far advanced, and it is so hard to find a dealer who is not completely stocked, the fight for new agents is not so fierce. We have some good prospects in view, however, and are planning a vigorous campaign for the fall.

Messrs. Richardson and Beardslee were with us last month. Mr. Richardson and Mr. Gordon together made a thorough canvas of the S. S. trade, and we are expecting as a consequence, an increase in marine sales.

We are gaining steadily in C. & M. sales and hope to make the gain still larger during the coming months.

The P. D. is promptly caring for all follow-up work on property owners, painters, etc. We are also hard at work on the B. P. A.'s and following every cue given by the representatives. We have increased our force by the addition of a stenographer, and hope to be soon in position to care for the special work for the representatives, which we hope will aid them considerably.

Our suspense account still shows a credit balance. Collections have been exceptionally good the past month.

Fewer misunderstandings regarding spring terms, and more discounts on stock orders have been our experience this year. Exceedingly few past due accounts on our ledger at present.

IT is an admirable thing, a most necessary thing, to have a sound body. It is an even better thing to have a sound mind. But infinitely better than either is to have that, for the lack of which neither sound mind nor a sound body can atone, character. *Character is in the long run the decisive factor in the life of individuals and of nations alike.*—THEODORE ROOSEVELT.

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DEPARTMENT NOTES.

Trade Sales Department.

An Important Notice.

Through a misunderstanding and improper interpretation of the *non-exchange of paint agreement*, this Company has found itself in the humiliating position of pleading guilty to a violation of the agreement in question; and through this medium calls special attention of the representatives to the practice known as the exchange or lifting of paint stocks, a practice which it positively forbids and will not countenance under any circumstances. A circular fully covering and clearly defining the agreement entered into by the majority of the manufacturers of this country has been issued from time to time and copies mailed to you, and in order to prevent a re-occurrence of any misunderstanding, we print it here again:

WHEREAS, the custom prevails very generally among paint manufacturers of taking other makes of paints from dealers in exchange for their own; and

WHEREAS, in the opinion of this association said custom is objectionable and pernicious, and should be discontinued; therefore be it

Resolved, That we, the undersigned, hereby agree for ourselves, distributing agents, representatives, and traveling salesmen, that we will not take in exchange for our paints any paints, or other goods, manufactured by any of the parties to this agreement, neither will we make any concessions, allowances or gift of any kind upon the goods manufactured by any of the parties to this agreement other than our own, and we agree to report to the Secretary of the Paint Grinders' Association of the United States any apparent violation of this agreement coming to our knowledge, who shall lay the same before the Board of Directors of the Association for action, and they shall at once notify the accused, and hold a meeting of the Board, and the accused, if found guilty, shall be fined, expelled or dealt with in such manner as the Board may direct.

The Board of Directors announce: "That in order to give effect and force to the agreement on the exchange of paints, under the provision authorizing the same, the Board of Directors shall hereafter fine any signer of said agreement an amount not less than three dollars for each gallon exchanged or displaced, said fine to be paid into the treasury of the Association.

The Board of Directors request all signers to the Non-Exchange Agreement to send to their salesmen a copy of the above announcement, and to inform their salesmen, that any effort on their part to effect a sale of the goods of a signer to this agreement for a dealer to any other dealer or any buyer constitutes a direct violation of this agreement. In other words, a salesman violates the agreement for his house, if he negotiates or arranges a sale or transfer of any of the brands of paints represented by the signers, excepting the brand he represents.

We, the undersigned paint grinders, pledge our sacred word of honor to maintain and carry out this agreement. This Agreement to go into effect on May 15th, 1899.

Knowing you are aware of the value this agreement is to you, and regardless of the actions of others, we ask your full support to keep it unbroken.

Record of New S. W. P. Agents.

The increase in the volume of business for April beats all records, but for the first time we fail to show a perceptible increase in new S. W. P. agents over the same month of last year, and without reason of any sort to offer. Reports on trade conditions all over the country were never better, and with few exceptions we are unable to account for the lack of results in the territories. The representatives who have always been successful in this important branch of the business, and who know the mutual value of establishing new agencies show splendid results. Those of the new representatives who have been leaders in this work still continue to show good gains. Those men (we are glad to say they are few) who find in their reports a falling off should communicate with their managers at once and they may rest assured that nothing will be spared to give them every support.

Our record for the year to date is one that is gratifying to all concerned and at the close of this splendid campaign we must find no "quitters"; there's only a short run now to the finish. Do your best.

Central Division.

We congratulate Mr. I. M. Benedict for his splendid record; to date he leads all divisions, with the highest average number of gallons per order in his division. The division as a whole on new agencies makes a splendid showing, and a continuance of the hard efforts and good salesmanship will produce a banner record.

New England Division.

Mr. Ralph Ketchum continues in first place with a splendid showing. The number of new agents secured in the Division as a whole fell off somewhat last month, which affected the splendid percentage of increase it had established. A few promises are to be made good by some of the men, and as the time is limited there must be something doing soon.

Western Division.

Mr. Sam Stewart continues to hold the lead by one new agent over Mr. R. H. Baum. The new agents record for the Division as a whole shows even by comparison with April of last year, and while we appreciate the efforts of those whose good work has done much to make the Division a record breaker, we regret that the conditions in some territories had not improved before the close of the month; but it is hoped that the recent rains in sections which have suffered will enable those men affected to pluck enough new agencies to brighten their reports.

Eastern Division.

We again report Mr. S. G. Pollock leader, and congratulate him on the splendid work for April. The efforts of every man in this Division for April produced a handsome gain for the month over the same period of last year. Everything in this Division looks most promising and we expect great results. Thanks to this Division for their splendid work.

Canadian Division.

Mr. D. Crevier still holds first place. The record of the Division as a whole is a most satisfactory one. All of the representatives show a good increase which is proof that they are making the best of their limited fields.

Pacific Division.

Mr. Geo. G. Mowat continues to hold first place. The establishment of new agencies in this Division, we regret, has not quite met expectations, although the business in general has been something extraordinary. However, conditions are such that we feel confident before the close of the year this Division will show a banner record.

The record of those leading in each Division is as follows:

Central Division,
I. M. Benedict, ***67 new agents.***
New England Division,
Ralph F. Ketchum, ***38 new agents.***
Western Division,
S. H. Stewart, ***37 new agents.***
Eastern Division,
S. G. Pollock, ***36 new agents.***
Canadian Division,
D. Crevier, ***27 new agents.***
Pacific Division,
Geo. W. Mowat, ***17 new agents.***

Floor Finish Sales.

We are pleased to announce a most satisfactory gain for April on Floor Finishes, especially on Inside Floor

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Paint, and we thank every man for his individual efforts, which have been noticed with keen interest. Inasmuch as territories have by this time been practically covered, and the general line well presented to the agents, we urge all for the balance of the season to take advantage of the pushing of specialties.

Floor Finishes must go to the front. Repeat your good work of April.

Mr. H. T. Sheldon is in first place, and seems to have struck a fast pace by the way his sales are piling up.

Mr. D. J. White has taken the honor from Mr. Fallis in the sale of this line in the Canadian Division, and his handsome gain is deserving of comment. The Division as a whole shows a remarkably fine record on the sale of Floor Paint. It is without comparison with any Divison in the States.

The other Divisions show no change in the leaders. The following is a report of all Divisions:

Eastern Division.
H. T. Sheldon.
Canadian Division.
D. G. White
Western Division.
J. P. Greene.
Pacific Division.
Geo. G. Mowat.
Central Division.
L. J. Fasquelle.
New England Division.
E. B. Hare.

Varnish Sales.

The sale of Varnish to date is beyond all expectations, and the future promises to establish such a record as will astonish the most optimistic calculator. It is a pleasure to note from reports that all of the representatives, with very few exceptions, have thrown their efforts into the marketing of these goods, and they may rest assured that their valued work is not lost sight of.

The contest in each Division between those who went out for honor and place shows a most spirited race; the run for first place and money for the entire Company is equally interesting. Mr. Fallis has passed to the top of the ladder in the entire Company, followed closely by Mr. L. J. Fasquelle. Those heading the list in each Division remain unchanged with only a small margin between the leaders, and first place is open to any one who is ambitious and desirous of gaining honors and the premium offered. There are but very few who do not seem to show in this line, and to those we suggest an early communication with their manager. Every assistance awaits them.

The line has been most favorably accepted by the trade and its introduction is an easy one. The following is the record to May 1st for first, second, and third money, according to the premiums offered:

Canadian Division.
1st—W. S. Fallis.
2nd—Robert Johnson.
Central Division.
1st—L. J. Fasquelle.
2nd—H. B. Pruden.
Pacific Division.
1st—Geo. G. Mowat.
Eastern Division.
1st—H. T. Sheldon.
2nd—E. E. Lewis.
Western Division.
1st—John P. Greene.
2nd—Joseph F. Hommel.
3rd—B. H. Pinkerton.
New England Division.
1st—L. W. Barney.

Kopal Sales.

Kopal varnish is by all odds the greatest winner ever offered to the people. The sales through the representatives and the most excellent methods for marketing it have done remarkably well towards making Kopal the leading brand wherever it has been introduced. S.W.P. agents are quickly replacing miscellaneous lines of other makes and adopting Kopal as their standard, and are adding the remainder of The Sherwin-Williams line of varnishes to their stock to meet the demands of their trade, knowing that the agency for these varnishes will be backed by their merits and pushed with the progressive, systematic advertising that The Sherwin-Williams Co. is noted for. Every man should, from now on, take advantage of the situation. Your territory has been practically covered and you have undoubtedly done justice to the full line of paints on your first trip around. Introduce Kopal in the new places, and drive the "entering wedge" for the balance of the line.

The following are the leaders in Kopal for the entire Company:

Central Division.
L. J. Fasquelle.
Canadian Division.
W. S. Fallis.
Eastern Division.
H. T. Sheldon.
Pacific Division.
Geo. W. Mowat.
Western Division.
J. P. Greene.
New England Division.
L. W. Barney.

Mr L. J. Fasquelle continues to lead by a well earned record. Mr. W. S. Fallis of the Canadian Division passes Mr. Greene of the Western Division for second place. The contest for second place on the sale of Kopal is very close to a tie between Mr. Fallis, Mr. Sheldon of the Eastern and Mr. Mowat of the Pacific, forty-six gallons being the difference between the first and third named.

GEO. A. MARTIN.

C. & M. Sales Department.

Miss N. M. Lloyd, one of our stenographers, has severed her connection to enter the office of her uncle. Miss Charlotte V. Cudney has been engaged to fill the position.

This has been another car-load week. One from McCormick Harvesting Machine Co. for Premier Non-Fading Red, one from Milburn Wagon Co. for A. I. P. goods, and 5,000 gallons of special paints from one of our large Western customers.

We are getting splendid reports on the new goods all along the line. Wherever we have placed samples of Core Oil or Enamels, the result has been most favorable. Just as we were going to press an order for 30 barrels of core oil was received from a big user as the result of a sample gallon placed a short time ago.

Some trade salesmen as well as C. & M. men are beginning to evidence quite an interest in Core Oil, our new lines of Enamels, etc., which we have lately added to our lists of products, and are securing some nice orders.

Salesmen should not lose sight of the fact that we are making a splendid new line of enamels in 10 colors for dipping and brush work for bedstead manufacturers and others who use baking enamels. We have also recently added a line of 10 colors in air

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drying enamels for both dipping and brush work.

Don't forget the line of pole paints. They are better by far than any other special paints for that use we have yet seen. Some interest is shown but not enough. One salesman recently came in with an order for 500 gallons of Green D.

Promoting work is being done on some lines and we expect to give salesmen a number of new pointers to follow up.

Salesmen who have any sugar refineries on their territories should go after them on the new Kettle Paint. We have been testing it continuously at one of the very large refineries for 18 months with perfect satisfaction. Look up your beet and other sugar refineries now.

The new "P" sample book which has been out of stock for so long, is now ready. It combines the "P" and "PN," and is the best one we have ever had. Each salesman should have a copy.

A. E. SCHAFER.

Railway, Street Railway and Marine Sales Departments.

Railway.

The railway sales are booming. Great results have been obtained in the Railway Sales Department the past two months. The month of March made a new high water mark, but April wiped it out completely, with a gain over it of 25 per cent.

We are much pleased with the increased returns we have received in this department through the trade sales representatives in all divisions, and we thank those who have made such good gains very heartily for their good work.

Now is the time for roadway painting. Depot Paint, Bridge Paint and Target Paints are strictly in season. Plenty of opportunity for orders. Go after them.

Most gratifying results are coming from the Depot Paint promoting work. The booklet seems to hit the spot, and the letters are forceful. All inquiries get eventually to the representatives. Follow them up without fail.

A new promoting series with special booklet on "Metalastic" will shortly be sent to officials interested in bridge and structural painting.

Street Railway.

Don't overlook Rattan Seat Enamel. We never had a better "wedge". Closed cars will soon be undergoing repairs, and those worn and soiled rattan seats can be made good for an extra season by a coat of Rattan Seat Enamel.

Pole Paint letters and sample cards go to all street railways this month. Our Special Pole Paint formulas have been improved. The prices are right and the sale has already largely increased. There is hardly a suburban line that can not use at least two barrels. Many will use ten to twenty.

The Depot Paint promoting series has been addressed to such Electric Railways as own or operate parks. There is *good opportunity here* for Depot Paint and other paints.

Honolulu, Trinidad, Porto Rico, Sao Paulo (Brazil) are a few of the

places in far off lands that are acknowledging the supremacy of our Street Railway Specialties.

Marine.

Copper Paint and Bottom Composition are selling wonderfully well on most territories touching salt water.

You miss a good thing if you don't urge the use of Aluminum Paint on vessel engines. A large fleet of 116 vessels that have for two years used it on engines, have now decided to use it entirely for their stacks, and have placed an order for 100 gallons.

The "Minnetonka," built by the American Ship Building Co. at Cleveland for the Atlantic Transport Line, and painted throughout with our Steamship Paints, has been towed down the St. Lawrence in two sections. She and a sister ship are to be painted with Bottom Composition.

E. M. WILLIAMS.
Mgr. Street Ry. Dept.

Manufacturing Department.

Plant Number One.

For this season of the year, we are holding remarkably few unfilled orders.

Though we have very recently sent to the Minneapolis warehouse a complete stock of all lines, we have been able, with the help of Plants Numbers Two and Four, to replenish our stock very rapidly. Our stocks are very complete and in very few instances are orders delayed on account of our being out of regular stock. In the face of the increase in the business this is an excellent showing.

The Foreman's Club held its last regular meeting on the evening of May 5th.

Messrs. Sherwin, Beardslee, Sims and Sieplein were present and took an active part in the proceedings.

The evening was devoted almost entirely to a continuation of the subject of preventing and handling fire. Mr. Moore delivered an illustrated talk on our fire-alarm systems and the proper manner of using them. Mr. Beardslee followed with a general summary of means and methods of fire service, dwelling particularly on the idea of prevention in the first place.

A short talk by Mr. Sherwin brought out the advisability of constant improvement in both fire apparatus and methods of service. He also referred to a number of interesting experiences with fire in former years and which have in a large way, contributed to the establishment of many of our present appliances.

Another important subject to be taken up soon will be "The Care and Working of Machinery," the opening talk on which, by Mr. Lester Davis, was postponed until the next meeting.

The regular monthly inspections which were inagurated in January have had a very good effect. Never at this time of the year has the factory been in better condition, and in spite of the fact that we are in the midst of the spring rush the men find time to keep things in ship-shape order. Everything is as clean and as orderly as can be and the men are ready for an inspection at any unexpected moment. Each foreman is endeavoring to have his department show up best, and at the present time the honors are evenly divided between the Q. D.

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Grinding Department and the S.W.P. Packing Department.

Plants Numbers Two and Four.

Up to the time of going to press we have received no notes from Plants Numbers Two and Four. Messrs. Hain and Lawson have been so very busy filling orders they have not been able to take time to write them. At Newark they have been running over time to keep pace with the tremendous increase in business in the Eastern Division. Mr. Hain has also been extremely busy getting the new equipment started, which more than doubles the capacity of Plant Number Two.

Plant Number Three.

Montreal has been at it good and hard. In spite of every preparation, and notwithstanding the fact that outside storage has been provided for our increased output, which is fifty per cent more than last year, March 1st we found ourselves ten days behind. We took hold, however, with added vigor and by working like trojans in every department, are happy to say we have caught up.

The month of April will show the largest output, both at the paint and varnish works, in the history of the Montreal factory.

The lunch room continues to be well patronized, with an average attendance of thirty-four every day during March and April. The service seems to give general satisfaction.

The Shipping Department sent out in six days at the beginning of April 204 tons of manufactured goods; this, of course, included some accumulation of stock. Shipments of 116 tons each, in the second and third weeks of the month, however, represent actual output.

The last time Mr. Beardslee visited us, he suggested a pocket note-book with perforated pages for memoranda. This has proved so useful and convenient that we would like to pass the suggestion along.

An unique feature in connection with the Montreal Manufacturing Department in April, was a race between the varnish and paint factories to see which could turn out the largest quantity of goods. The contest was keen from start to finish and the result was in doubt until the very last day of the month. In the end the paint works won by just 400 gallons.

Until recently the output at the varnish factory was considerably less than that of the paint works; but our capacity has been enlarged, the manufacturing plant increased and better methods inaugurated. The varnish factory's output for the month of April is almost double that for the same month last year, while that of the paint works represents an increase of 33⅓ per cent. J. C. Bearsley.

Export Department.

Kopal and Excello orders show that the quality of these goods more than meets the demand abroad.

Through Promoting Department work and our general methods of doing business the foreign agents are being attracted to New York, and we have had the pleasure of entertaining some of our foreign trade during the last few weeks.

Watch out lest the foreign representatives exceed the results which are being secured on some territories in the States. All communications regarding foreign business should be addressed to our "Foreign Department," Newark.

P. M. 5 is meeting with marked success among structural steel and iron manufacturers abroad; also with the large ship builders and vessel owners.

S.W.P. continues to make rapid strides in all foreign territories.

Mr. Richardson sailed for England and Ireland April 23rd on the White Star Steamer "Teutonic," and was due to arrive in Liverpool April 30th. He expects to stir up a still greater interest in our products in the British Isles and hopes to establish some new agencies. H. D. Whittlesey.

P. & A. Department.

The various printing offices throughout the city have found great difficulty in securing competent press feeders. We were somewhat handicapped in this way for a time, but not very long; are happy to say that we now have enough men to keep our presses humming every minute of the day.

We hope soon to have the "E" work entirely out of the way. The Sample Department had their part of this work finished about the 10th, and the bindery will probably be out of the woods toward the end of this week. We will soon be able to dispense with our private post office and give Uncle Sam's assistants a little rest.

The engraving department is proving a big convenience, and the work we are turning out shows a considerable improvement over that formerly received from outside concerns.

Geo. W. Ford.

Promoting Department.

The Promoting Department is working hard to keep pace with the unusually heavy demands on its facilities. All our estimates made last November of the possible work for the year have been knocked to pieces. We have anywhere from 75 to 100 per cent. more names to handle in work with property owners alone than we figured on, and they still keep coming.

Every Division is getting its share of the increase, and is putting in night work in order to keep up-to-date. At headquarters we are crowding the P. & A. Department and ourselves to the utmost.

I can assure the representatives that we are doing our level best to carry out all our promises to them and to make the mistakes as few as possible. In the great mass of detail that the P. D. of each Division has to handle, some mistakes are bound to creep through that are not right. But we try to keep them to a minimum and not to make the same one twice.

It is difficult to do everything perfectly, but it's our aim to do so, and there never was a crowd of men and women more in earnest to perfect their work than we now have in the P. D. Every one of us is striving to give the best possible service to the representatives and our agents, not in

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the big things alone, but in the small details as well.

One thing is certain, we're doing much better than we did last year, and next year we mean to do better still. HARRY DWIGHT SMITH.

Accounts Department.

We are glad to announce that Mr. Fenn has returned from his trip to Hawaian Islands, in good health and spirits.

Reports from all houses indicate that collections have been exceptionally good. The critical point, however, will be June 1st and thereafter, when the heavier obligations begin to mature. At present we see nothing discouraging and hope the same favorable conditions will prevail.

We hope that all divisions will make it a special point to hold the reins well in hand, keeping in mind our convention motto. "Prompt payments make fast friends."

Money throughout the country seems to be plentiful and well distributed, as evidenced by discounts taken thus far.

In the eyes of Accounts Department no sale is *complete* until payment is made. He is a good salesman who has in mind both ends of the transaction, and who sells within the paying capacity of his customers. Our salesmen as a rule are very considerate in this respect, and we throw out this only as a word of caution.

A. W. FRANK.

GENERAL NOTES.

The Linseed Oil Plant.

Work on the new Linseed Oil Plant is progressing very favorably, the important outside construction being completed and the minor details well in hand. The machinery is now being rapidly installed and in all probability we will begin crushing about June 1st.

The representatives should not fail to make the most of the new plant. Keep it well before you and make it a strong talking point at every opportunity.

About the Testimonial Letter Plan.

Do not fail to make a strong effort to secure a large number of good testimonials from agents, property owners, painters, architects, etc., in your territory. It is our intention to use them as described in the April issue of THE CHAMELEON.

We are in much need of new and good letters, and the representatives, themselves, if they follow the plan described, will find that they will be much benefitted by such a strong and original use of testimonial letters. We are ready to supply you with the scrap-books.

Please do not forget this and do what you can to secure the letters.

Movements of the General Manager.

Since the April issue Mr. Cottingham has been in Cleveland, except from May 3rd to May 10th when he was in Newark.

At the present time he is again laid up with muscular rheumatism. The ailment is not gaining ground, however, and with a little rest and good care we expect to see him around again in a few days.

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