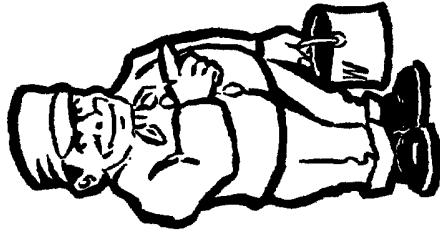


The Chameleon

FEBRUARY

1908



"600 specialties"—every one

The best obtainable under the sun.

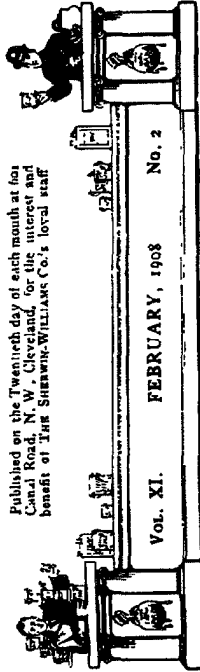
Everything's painted nowadays,

So we make paint in a great many ways.



The Chameleon.

Published on the Twentieth day of each month at 101
Canal Road, N. Y., Cleveland, for the interest and
benefit of THE SHERRIN-WILLIAMS CO.'S LOYAL STAFF



Vol. XI.

FEBRUARY, 1908

No. 2



Great Fighters.

MR. WALTER H. COTTINGHAM,
Our President and General Manager.

THE whole world admires a fighter. We can't help admiring even a man whose cause may not be the best, but who stands up like a warrior, faces the issues that confront him, and fights with boldness and courage until he conquers—or dies in the attempt. Courage invincible is a magnificent quality. Strife and struggle are the common lot of man. Ability and endurance to conquer decide success.

On January the sixth, we of this fighting organization started out to make the "fight of our lives." We well knew it was no skirmish that was ahead of us, but a fight to a finish. We're *still* in the fight—in the very thick of it—and we're gaining ground fast. We see nothing ahead but victory; and will never leave the field of battle until we have wrested from her fairly the conqueror's crown.

This has been the spirit of our campaign thus far, and will continue to be, I am sure, to the end. It's the only thing that will bring us through successfully this year, for the fight is hard enough—no denying that; but we're gaining ground steadily and surely, and we're proud of the men at the front. There have been no "quitters" so far, and we want to see every man "in at the finish." There have been but few "squealers." Every man seems to understand this is not a time for excuses, or even for explanations. We know about the difficulties—they're severe. What we want to do is to overcome them. The work is there. *It must be done.* It's up to us to do it.

The men who are doing it are not talking or writing—they have no time. Let me tell you the workers are not *all* at the front. The home guard are at it early and late, scheming, planning and working to follow up every inch of ground gained. Nothing is getting past us. Send along the orders, and, when you can't send these, give us some *prosper!* to work

on, and if there's a shadow of a chance I'll guarantee we'll land him sooner or later.

We still hear of pessimists and croakers, but I don't know of any in this organization. If you're looking for condolence, we're a poor crowd to come to; but if you seek encouragement, we can hand it out to you, for we're optimists, enthusiasts and boosters all. Keep up the fight, and take pleasure in your work. There's nothing can compare with the joy of *winning out* against heavy odds. Remember again, "A dead fish can float with the stream, but it takes a live one to swim against it."

Interesting Bulletin from Headquarters.

THE following bulletin issued by Mr. Cottingham on February 14th, and addressed to "All Managers," contains facts and figures which will, we think, be intensely interesting to all readers of THE CHAMELEON, and especially so to members of the "Outside staff." This excellent showing of *actual results* will be a source of gratification to those directly and indirectly responsible.

It begins to look like old times again. Nearly all divisions have made gains the first week in February over last year, and February last year was a big month, having shown a gain over the previous year of 15 per cent. The results are so gratifying and encouraging that I take pleasure in passing the information along the line. Everybody has worked so hard and persistently to "catch up" with last year that I am sure it will be a source of genuine pleasure and a stimulus to our efforts to learn of the splendid progress we are making. Here are the gains.

Trade Sales Department.

Cleveland.....	18 per cent. gain
Chicago.....	94 " "
Southwestern Division.....	26 " "
Eastern Division.....	68 " "
Southern Pacific Division.....	12 " "

In New England they had a loss on the week of 17 per cent. in Trade Sales but a gain in total sales of 40 per cent.

San Francisco made a loss, but this is owing to their having had an exceeding heavy week a year ago made up of several carload orders from the east. San Francisco shows a gain year to date up to the first of February, so that they are in line all right.

Up to the time of writing we have not received the Canadian report.

Total Sales.

Chicago.....	32 per cent. gain
Kansas City.....	33 " "
Newark.....	8 " "
Boston.....	40 " "
Los Angeles.....	6 " "

It is not alone in sales we have done well. Nearly all houses show fine gains in the number of orders received, especially from the veterans in the field. These are the gains in orders.

Trade Sales.

Cleveland.....	195 orders this year	175 last year
Chicago.....	304 " "	209 " "
Kansas City.....	286 " "	238 " "
Newark.....	281 " "	151 " "
San Francisco.....	109 " "	70 " "
Los Angeles.....	133 " "	131 " "

Salesmen's Orders.

Chicago.....	252 orders this year	178 last year
Kansas City.....	186 " "	109 " "
Newark.....	141 " "	110 " "
San Francisco.....	62 " "	38 " "
Los Angeles.....	52 " "	45 " "

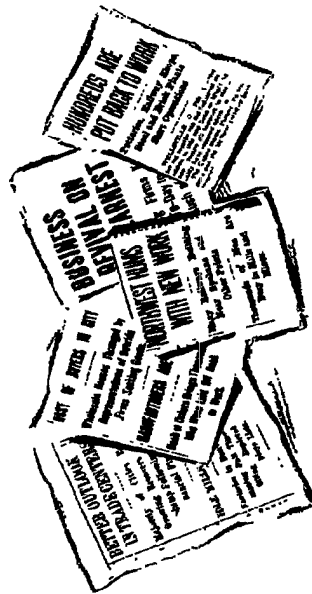
We have had a splendid increase in new agents, new dealers, and other accounts. We opened altogether during the week 141 new accounts against 108 new accounts for the same time last year.

These results are certainly fine, and the best we have seen so far this year, and it's with feelings of much pride and sincerity that I congratulate you and your staff. Never have I seen such close, hard work, even in this organization that is so noted for its aggressiveness, as is being done in all divisions and departments day in and day out at this time. It's the spirit of earnest endeavor and splendid co-operation working through the entire Company that is putting us ahead of the procession again. Never have we stood out as leaders so prominently as now; and, at that, we are only getting our wind. I don't need to say "Keep it up," for nothing can stop us with such a head of steam on. It's born and bred in us to progress - panics, obstacles and difficulties notwithstanding. Yours very truly,

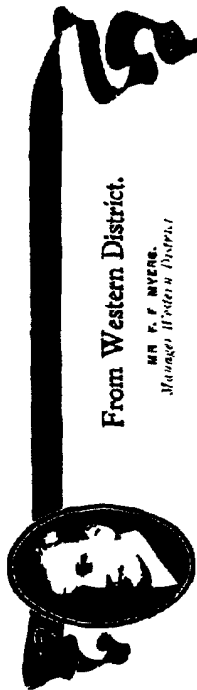
John H. H. H.

Vice Pres. & Gen. Mgr.

P. S. Montreal sales slip for last week, just in, shows a gain of 4 per cent. over last year, when they had a heavy week to go against.



Signs of the Times.



From Western District.

MR. F. F. MYERS,
Manager Western District.

THE reports received from almost all the territories in the Western District show not only that confidence has been restored but that trade is coming back with every prospect of an immediate return of distinct prosperity.

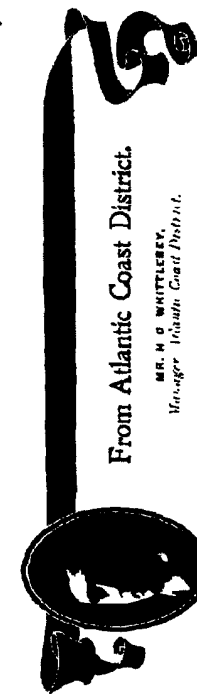
One of the best indications of restoring prosperity is derived from the increase in our mail orders during the past few weeks. In addition to this the salesmen's orders have been noticeably larger and more numerous.

It has been already demonstrated that conditions either for reverses or advancement do not appear evident to the casual observer until the fact is accomplished. The keenly observant saw signs of the recent crisis months before any open declaration was made to the public at large, and in the new and prosperous conditions the same will hold good. It is only such as keep always on the outlook that will see only the slow but sure advancement of better times—the times for which preparation and well laid plans are so necessary to the safe conducting of business today. It is to be hoped, therefore, that our agents and dealers will anticipate this by placing liberal orders and not be caught napping when the Spring painting season opens.

This will not be a year of over-production in any lines of merchandise. Manufacturers are not making the goods, the jobbers have only light stocks, and if the dealer does not stock up it is certain that with even a moderate demand his available stock will soon be exhausted and he will be unable to get the goods.

No class of business men in the country is more closely in touch with actual conditions than the iron and steel industry, the International Harvester Co., the large Chicago packers—in fact all the leading industrial enterprises throughout the country, and when the heads of all these industries assure us that "the corner has been turned" and make good the statement by putting back to work tens of thousands of their old employees that were laid off last fall, I think we have little cause to doubt but that *prosperity has returned*. All this is not a fairy story—it is the *absolute truth*.

AS we go to press we are in receipt of an article from L. W. Wolcott, Manager Pacific Coast District, which we regret through lack of time we cannot publish. He reports conditions on the coast highly satisfactory and the outlook for S-W. interests bright.



From Atlantic Coast District.

MR. H. O. WHITTELEY,
Manager Atlantic Coast District.

I AM pleased to learn of the way in which the issue of THE JANUARY CHAMBLEON was received, not only among our own staff, but the prominent business men outside of our organization.

During my recent trip South I had the pleasure of reviewing trade conditions throughout the Southeastern Sales Division with our Sales Manager, Mr. W. H. Forman, and it was also my privilege to learn from personal observation on the territories, from our salesmen, of the very hopeful business outlook.

While merchants in the Southern States have felt the recent depression in business, the activity of our customers in arranging for their Spring business is most encouraging.

Our agency and the strong selling methods with which we surround it is considered today, by our customers, as indispensable and as one of the lines of goods which they carry that they can rely upon as certain to help, to the greatest extent, to round out a good business under existing conditions.

One of our largest buyers, anticipating his requirements, placed a stock order by mail, where the salesman was delayed in reaching his town, fully 75% larger than his order given last year.

I was pleased to see from reports sent in to Mr. Forman by his representatives and through letters from the trade that our customers are all planning for closer attention to business under present trade conditions, and are planning to employ our sales methods more effectively and to use our advertising and promoting work with greater confidence than ever before, believing that any line of goods to-day that is constantly forging ahead must bear an unequalled reputation and be sold by salesmen who know their business and what is expected of them.

Trade conditions farther north in the Philadelphia Sales District are equally encouraging, and show improvement on all the territories. Our Sales Manager, Mr. C. P. Jarden, has been successful in booking some very handsome new accounts, among which is some car-load business, with equally good prospective business in sight.

The representatives are reporting that buyers are in a very much more optimistic mood, particularly in regard to our line, and are commenting most favorably on our attitude, as stated in a recent issue of the "S. W. P." in the article written by our worthy General Manager.

The Boosters' Club and its enthusiastic support and the talks by the Little Paint Man are being discussed by the boys behind the counter, who are anxious to push our line harder than ever, and most encouraging reports are certainly supporting each and every effort that is being put forth to stimulate trade conditions at this time.

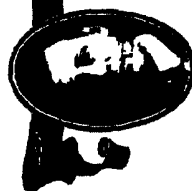
Mr. Kydd, our Sales Manager at Newark, has also been successful in booking some splendid new accounts together with car-load business, and reports that conditions are improving steadily.

Our large city trade has had some wonderful progress during the last month and some very important contracts have been secured for greater quantities of material than we have ever booked before, at this season of the year, in certain lines of business.

"The situation throughout New England has been steadily improving, and was, all through the recent trade disturbances, least affected apparently than any other section of the Atlantic Coast District.

The stability of the New England merchant and his usual close attention to business and conservative methods has stood him well in hand. Under these conditions our business has held up wonderfully well through all the New England States, and our Sales Manager, Mr. W. H. Porter, is sending in some very encouraging reports from the boys. Stock orders are being placed as freely as they were a year ago during this period.

The hearty co-operation of the staff in the field and throughout the offices and warehouses is unusually strong in helping us to maintain our motto "*We must keep ahead always.*"

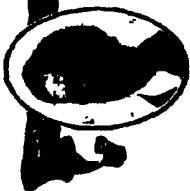


From Canadian District.

MR. C. G. BALLANTYNE,
Manager Canadian District.

TRADE conditions in Canada continue bright and encouraging. One of the most convincing proofs of this is the policy of all our great railways to push more vigorously than ever their enormous extensions and developments. While the volume of business may not be at this time quite equal to last year in all lines, business continues to improve rapidly, and I fully expect that when 1908 trade returns are figured up Canada and Canadians will have good reason to be proud of the showing.

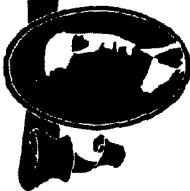
The Canadian Division is doing its full share to help boost business along. Our representatives are doing well and our factories are all humming once more, taking care of the present business and getting ready for the largest spring trade yet experienced.



From Southwestern District.

MR. A. D. JOYCE
Manager Southwestern District.

BUSINESS is coming in splendid volume—even better than we had anticipated. Our representatives are working their territories more closely than ever before and are doing their work more intelligently. As a result we are really getting more stock orders than usual from the majority of our customers because the orders include nearly everything in the line. The people of the great Southwest have dropped from their vocabulary the words "panic," "depression" and "retrenchment," and are going ahead with full confidence in the future. I confidently expect that we will approximate our estimate—at any rate we are determined to beat out last year's good figures.



From Central District.

MR. H. W. LEVENHAGEN,
Sales Manager Cleveland Division.

WHO is talking "hard times"? The pessimist. Does he belong to the Boosters' Club? No, indeed, he is among a different crowd.

He is not our kind—he doesn't know how to meet opposition and overcome obstacles. We have been in so many hard fights and have had to pioneer the way and blaze the trail so often that it is nothing new for us to be leading again in the present campaign.

With stock orders continuing to come in as they have during the present month there is no reason to think of "hard times," as good old S. W. P. is forging ahead at its old time gait and nothing will stop it. To be a true Sherwin-Williams man you must be a booster right—don't allow fear or doubt to enter your mind for a single moment; and, if it should, just stop long enough to think of the strength of our magnificent organization, of the position the Company holds with competition, the reputation of the goods, its forceful and effective selling methods and the long list of wide-awake merchants pushing the line. The strength of the whole proposition is sure to impress itself on you so forcibly that you cannot help but say, there's only one thing, and that's "Success" for a grand organization such as this, and the thing for me to do is to boost with the rest and get a good big liberal share.

In the interior the country territories are not only holding their own but making a gradual gain, which is bound to improve handsomely with the opening of the Spring painting season. On account of early buying, in anticipation of advances, January and February were our big months last year, whereas this year March, April and May are bound to be bigger than ever, due to the greater number of repeat orders we are sure to receive. Manufacturing trade in the large cities, while still weak, is better than it was thirty days ago, and as stocks are depleted there will be greater activity. With the return of normal conditions it can be hardly expected that there will be any let-up but a new impetus which will carry us through the presidential campaign with continued improvement.

The opportunities are unlimited, and the representative who fully realizes this can add many new accounts to his present list of customers by an early cleaning up of *all towns* and a persistent solicitation of *every class of trade*. It will mean more to the paint dealer in the future than ever before as to whether he is handling S. W. P. or some other line; and in talking to new agency prospects we should not fail to impress them most forcibly with the stability of our own organization and the certainty of its continued growth and success, which also means success for him.

Let the other fellow talk "hard times," retrench, and crawl back into his hole. You boost—keep up your courage—be enthusiastic, talk optimistically, and success will be yours.

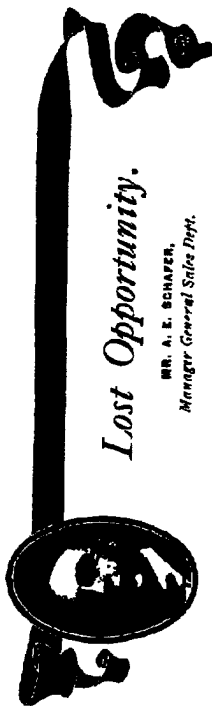
As a man believes so he achieves.



Representatives Ahead to Feb. 1st.

THE Honor Roll on the opposite page bears the names of those of our representatives whose sales on Feb. 1st were in excess of last year's figures for the same period. Under the difficult conditions existing during the past three months some of our representatives have made remarkable records. The list does not include many who are near their previous year's record. At least one half of the representatives not shown here are running very close to their sales of 1907. These are making just as brave a fight and deserve as much credit for their success, and as the year progresses doubtless many more will earn a place on the Honor Roll.

HONOR ROLL	
Central District H. H. Parr, J. I. Hall, J. M. Kipp	NEW ENGLAND DIVISION A. J. Gillette, J. H. Pillsbury
Western District CHICAGO SALES DIVISION G. J. Lohr, C. R. Wheeler, G. J. Munroe, W. M. Redger, F. K. Gray, F. C. Sullivan	Pacific Coast District SAN FRANCISCO SALES DIVISION W. H. Jull, N. T. Durand, W. F. Hurt
NORTHWESTERN SALES DIVISION P. H. O'Sullivan, T. M. Hendie, C. E. Bennett, F. W. Deane	PORTLAND SALES DIVISION C. E. Chas. Jones, R. A. Carter, E. W. Wright, J. B. Murphy
ST. LOUIS SALES DIVISION W. V. Hammond, H. D. Neale, T. R. Bickley, H. H. Richardson, F. A. Bush, W. M. Miller	LOS ANGELES DIVISION R. C. Threlkeld
Southwestern District KANSAS CITY SALES DIVISION B. H. Cannon, J. J. Elmer, W. M. Butler, H. J. Linthicum, G. E. Tucker, G. J. Jordan	Canadian District MONTREAL SALES DIVISION G. F. Baumer, J. W. Brown
OMAHA SALES DIVISION P. E. Hyatt, E. E. Shepherd	WINNIPEG SALES DIVISION A. H. McElroy
Atlantic Coast District NEWARK SALES DIVISION G. H. Hentig, H. E. Johnston, W. B. Winters, H. L. Gumberting	General R. R. Representatives E. M. Richardson, F. E. Billan, F. A. Elmquist
PHILADELPHIA SALES DIVISION A. J. Lanting, C. W. Barrow, F. E. Killeat, W. H. Jambon, Jr.	General Sales Representatives VARNISH SALES DEPT. R. N. Mitchell, G. H. Wright



MR. A. E. SCHAFER,
Manager General Sales Dept.

SOMEONE, congratulating himself on having escaped something, said, "A miss is as good as a mile." I think that many a man might properly say "A miss is as bad as a mile" at night or at a week's end when noting the opportunities for business lost because not taken advantage of properly.

We are all too prone to console ourselves with saying "I nearly got that agency or order"; "I nearly got around to doing something necessary or important that would have clinched the deal, but couldn't quite make it," etc. So far as the results secured are concerned it would have been as well to have been a mile away from the goal as to have just missed it.

In fact, I sometimes think that the half-breadth escapes that some of us have from meeting success sort of lull us into thinking that the next time results will come easy by reason of the experience, when in fact a wider margin might have jolted and waked us up.

"The mill will never run with water that has passed," nor can new records be made and expenses paid through opportunities lost—"just missed," if you prefer it.

Here are a few ways to woo the art of lost opportunity:

Start out Monday noon and return Friday night. The balance of the week your competitor will be picking up business—possibly yours.

Don't send in an advance route sheet nor keep the office closely advised of your whereabouts. This will prevent them from advising you of important matters requiring attention and thus enable the business to get away.

Don't call on any but your agents. In so doing the opportunity for increasing your business on the more profitable lines among dealers, carriage shops and other manufacturers, marine, street railway and railway trade, will be left for your competitor, who, having been accustomed to seeking that will forthwith proceed to get it again and fatten on the profits.

Don't look up anything new not on your territorial lists. Why dig around for anything new when there is so much ahead of you.

Forego the opportunity of calling on large painters and other contractors who would afford an outlet direct or through your dealer for a largely increased output—their credit might be bad; such calls are frequently irksome; the dealer might object to your seeing them and talking your line against some other line of paint or varnish he is selling them. So why butt in?

Pass up the architects, except when most convenient. They are not specifying every day and why not leave discussion of our line of Handcraft

Stain System, Varnishes, S.W. P. and what not until next trip? He never has specified you, always the other fellow, so let THE SPECTRUM and the Promoting Department carry the message to Garcia (if they can).

Large buildings, hotels, public institutions, etc., use lots of paint and varnish, stains, enamels, varnish remover—in fact, nearly everything we make. However, the particular ones in the towns you are in usually buy at some other season; besides, the steward and purchasing agent or the painter or superintendent are unknown to you, as are also their definite wants, so, in the language of the Spaniard "Mañana (tomorrow) I'll get posted and go"; but tomorrow never comes and orders for barrels of Mar-not, tons of Flat-tone, hundreds of gallons of Enameloid and enamels go elsewhere and you still continue to wonder where the other fellow, not half so well equipped with a line as you, gets enough business to pay him to stay in the trade.

And, again, what a really useless lot of information the house really calls for on all sorts of report blanks. You know all about the town, and besides, did you not report on the situation with full details two years ago and it hasn't changed any, or at least seems not to have done so? Then, too, the Promoting Dept. Manager is young, he never travelled as long as you have, and if you couldn't land a possible prospect why need they waste their time and stationery? Of course, you have heard that "the constant dripping of water will wear away a stone," but even if the party did buy it would be too small to compensate for reporting what he might be interested in. So what's the use?

The foregoing by no means comprises a complete list of the short-cuts to an intimate acquaintance with Old Dame Fortune's daughter, Mis-fortune, through lost opportunities, but enough has been said to point the way in one or more particulars toward necessary improvement on the part of many.

Taking advantage of every opportunity was never so important with us as this year, and territorial work will be scrutinized more closely than ever before. Much good work has been done (in some cases it has been of exceptionally splendid character), but the further opportunities are boundless, and we must seek and secure them.

Whether we gain or lose lies with each of us daily. Are you making the most of your place and field? If not, *today* is the day to live up. Tomorrow never comes.

Results from the Spring Calendar Circular.

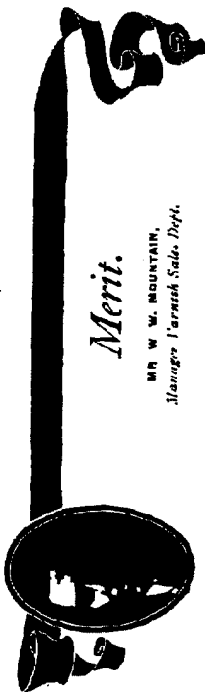
Medina, N. Y., February 24, 1908.

Dear Sir:

We have handled the Sherwin-Williams Products for four years and the same have given the best of satisfaction. We are very pleased to say that your advertising is a great paint mover. We sold last year to two hundred people or more through your calendar list.

Yours very truly,

CITRUSE & BREED.



MR. W. W. MOUNTAIN,
Manager Varnish Sales Dept.

HONESTY is not only the best policy but the only rational business policy.

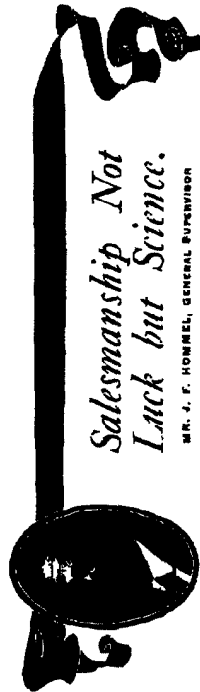
Merit may not always pay the largest dividend but in the long race it pays best.

The manufacturer who has always given his customer the goods of highest merit, who has steadfastly refused to lower quality where business was so prosperous that customers were clamoring for shipments, is the one who in times of business depression can easily prove that merit in goods inspires and holds such confidence in the trade that it always pays.

These facts have been clearly proven in relation to the S-W. line of Varnishes during the recent panic. Now that today the storm has passed we have greater faith than ever that our policy is right, that our goods are right, that our customers appreciate more fully than ever that S-W. V. is the line of quality.

Now that business has resumed its normal condition we are at the front with the best, most complete line of Varnishes, Surficers, Fillers and Stains on the market, ready to join with every agent in making 1908 the greatest year in business history.

The Prosperous boom is on again. We are ready to ship Varnish. Every S-W. Agent should be ready to buy. Together we will so promote S-W. V. that everyone will know *it's* the line of merit. The line that pays to make, to sell, to use.



MR. J. F. HOWELL, GENERAL SUPERVISOR

SUCCESS in selling is not, as many of us are apt to think, due to good luck, or chance in finding a merchant out of something we happen to be selling or trying to sell. It is a boiled down, elaborately worked out science.

A salesman who enters a place of business, gets a hearing, runs over a list of staples and is told by the merchant that he needs none of them

and goes away without an order has no right to consider himself a salesman. He is clearly an order-taker, and a 16-year-old boy or a letter from the office could do quite as much. Another class of salesman goes into the store, takes down the "want" book, copies onto an order blank such items as he finds there in his line and waves the merchant "goodbye," runs for his train and thinks he is a salesman. Not so. Selling goods is a carefully planned purpose to interest a buyer in something before leaving him, to the extent that, even though he may not buy now, he will remember you and your proposition long after you are gone, and is ready to buy on your next trip.

The largest and most satisfactory accounts are not always opened on the first call. The masterful salesman paves the way for subsequent sales, makes his line and himself seem more and more indispensable to a merchant on each trip, until finally he controls the account so far as it relates to his line. He does this largely by specializing. He approaches the buyer with some specialty, which may be an article of merchandise or a selling feature which he exploits forcefully, attaching an attractiveness to it that sells it.

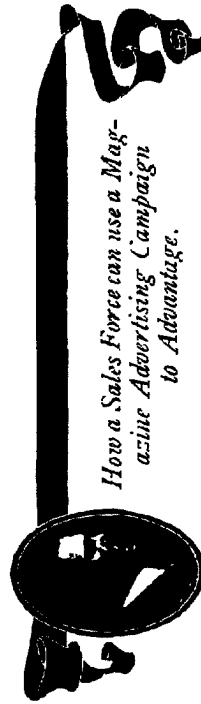
An intimate friend of the writer, who happens to be a clothing salesman in a western territory and is recognized as one of the big men in his line, goes into a prospective customer's store with a few garments thrown over his arm, shows the buyer and every clerk who will stand still long enough the details of workmanship, style and other points of excellence. He gets some or all of them over to his sample room and shows them through his endline line; he takes the same pains to show a clerk as he does the buyer; the clerk becomes a booster for him during his absence and may be the buyer on his return; and while he does not sell every merchant called on the first or even the second time he calls, he usually gets him sooner or later. His sales for 1905 were \$150,000, which paid him \$7,500 salary. It is safe to say that were he to go to the store and ask the buyer if he needed any \$5.00 or \$10.00 suits, he would find everything filled up; but he doesn't do it that way. When he calls on old trade he always has something "new," the "swellest ever." This man carries ten to fifteen heavy trunks. As soon as he reaches town he procures a sample room and unpacks before seeing his trade. He *knows* he has something they will want to see. When you find an order-taker out with a trunk line he rarely lasts long. He is usually dissatisfied with his position, his territory, his house and himself. Not so with a salesman. He makes himself felt, compels recognition, and when his surroundings seem somewhat inharmonious he is big enough and broad enough and strong enough to adjust himself to them until he can correct the conditions. The party referred to above is so strong with his employers that they sold him \$50,000 of common stock in the company and loaned him practically every dollar of the money at 6% to buy it. Employers are always loath to lose a good man and are usually found ready to meet him more than half way.

I cited the case of the clothing man because he has many discouragements to which our men are not subjected—long trips of three and four months' duration, daily unpacking and repacking from one to two tons of

clothing, often working way into the night. He has no promoting department to follow up his prospects, cannot run back in thirty days to follow up the promoting work, but must make his impressions so strong that they last from the spring trip till the fall trip and from the fall trip till the spring trip. In these respects we have a tremendous advantage over him.

A good paint and varnish line is the best, most interesting line on the market today. I should prefer it to a line of clothing or any other generally recognized high class line. We deal almost wholly with finishes, with high class architecture, and everything pertaining to high art in home decoration. The high class paint and varnish salesman has no cause to take his hat off to any other salesman, no matter what his line may be, because being high class means being thoroughly posted in his full line, able to suggest proper treatment and finish for anything from a toy jumping jack to a twenty-story skyscraper. Such a salesman never wears talking finishes, quality, and his proposition. He never lacks an audience, because people like to listen to a capable exponent of his line. He is not thwarted by failures; he refuses to recognize failures as a part of his curriculum. He does not depend upon the items in the want book for orders. He studies his man, his surroundings and shows him something and makes him believe he needs it, and the sale is made, not by chance or luck, but because of artful presentation, scientific application of the principle of trading, of selling.

If you look through his sample case you will find he carries a full outfit, does not leave the important features at home to reduce the weight of his sample case, and the only thing that interferes with his making his full estimate each year is the frown of the heavens or inability of his house to fill orders. His success is not luck, it's an art.



How a Sales Force can use a Magazine Advertising Campaign to Advantage.

MR. RALPH HOLDEN,
of Callins & Holden, Advertising Agents, New York City.

A CERTAIN Spartan youth about to go to war complained to his mother that his sword was too short.

"Then add a step to your sword," said the mother.

When a manufacturer finds that his other methods of selling goods are not quite effective enough, do not reach enough people enough times, he adds magazine advertising to his other sales methods—adds a step to his sword.

The Sherwin-Williams Co. has taken up magazine advertising after building up the most complete and comprehensive direct advertising system

that I have ever run across. They felt the need of the step behind the sword and added it.

You have taken up magazine advertising on the same broad plane on which you have done all your previous advertising. Instead of picking out one specialty and pushing it to the limit, which, of course, would bring sales as far as that specialty is concerned, and collateral and sporadic sales on other products from the association of ideas and the emphasizing of the trade mark, you have begun to advertise in the magazine the entire line of the good products you make, which in the long run is the most satisfactory and logical method, although it may not bring about such immediate and quick-acting results as some other methods.

The same expenditure of force will raise one hundred pounds one foot that will raise one pound one hundred feet. The same advertising that will push one product up to the greatest limit of sales will push a long line of products up to slightly increased sales, and that is the method of advertising which your house and ourselves are pursuing together.

The greatest harm that can happen to a house that advertises is to have its sales force out of sympathy with its advertising. I know that it is not true in the case of this house, but I am familiar with so many houses where the salesmen look upon the advertising as a sort of competitor and consider it their duty to knock this competitor every time they get a chance, so as to give all the credit for sales to their own energies and none whatever to the advertising, until they persuade the advertiser to give up advertising altogether.

This reminds me of a story I once heard Dr. McArthur, the well-known Baptist minister, tell from the pulpit. He said a certain country rector wrote to his bishop:

"My Lord, I am having a very hard time in my parish. I have to fight the world, the flesh, the devil and the Presbyterians."

Such a rector is exactly like the salesman who fights not only the competition of other goods but also the advertising of his own house, instead of using it to its fullest advantage—instead of adding the advertising step to his own salesmanship sword.

But even when the salesman is thoroughly imbued with the value of advertising, is proud of the advertising his house does, and uses it upon the dealer as often as possible, he will find dealer after dealer who has this same antipathy to advertising. There are very few manufacturers who have not received letters from both dealers and jobbers which read something like this:

Dear Sir:—We have received your letter calling attention to the large amount of advertising you are doing. If you take our advice, we say cut off all this advertising and give us a lower price on the goods, and you will sell more goods. We never hear anything from the advertising you do and it is a waste of money.

This is almost an exact copy of many letters I have seen. It is the salesman's duty to combat this feeling, not with generalities, but with hard facts. Such a dealer is either willfully malicious or ignorant. The dealer who thinks for a minute that the same amount of money allowed him in extra profit would sell as many goods as it would spent in general advertis-

ing is shutting his eyes to obvious facts, or is hopelessly behind business times.

The greatest capital that any manufacturing house can have, outside of goods of quality and honest methods, is that reputation which comes from persistent, consistent and insistent advertising—that capital which consists in the knowledge on the part of nearly every inhabitant of the country that the advertiser's name and the advertiser's trade mark wherever found stand for reliable goods.

A good salesman is an advertisement in himself. His personal appearance, his personal magnetism, his ability to make friends, his knowledge of his goods, his command of convincing language, are all advertising applied in the human form rather than in the form of a printed page. Such an advertisement, of course, is better than any printed advertisement, but it can work on only one man at a time.

The salesman's work is made far easier by the fact that the men on whom he calls have been constantly reminded by their own customers that The Sherwin-Williams Co. is advertising in the magazines that reach the people. Such advertising multiplies the ability of the representative. It raises his selling power in geometrical proportion.

The traveling man on his part should be saturated with the advertising. He should have read the ads in the magazines; he should know where to find them instantly; he should be able to step out and buy a copy of a magazine, or pick up one in the store, or have one with him in which he can turn to the advertisement of the house and show it to the dealer, showing that The Sherwin-Williams Co. is building, on the largest and broadest plane, a business so deeply impressed upon the convictions of an entire country that no competition can ever take that business away.

Next to talking the goods, the traveling man should be able to talk advertising—to talk advertising as naturally as taking part in a general conversation, just as he would talk about the business or the weather. He should talk not only the advertising that his house does, but also the advertising that the dealer could do.

Every effort of every dealer in an advertising way spent upon Sherwin-Williams goods, added together, makes a total so great that, as compared with the advertising done by the house itself, is remarkable in proportion to its size.

For instance, we have twenty thousand dealers. Suppose each man spent ten dollars in his local paper or in direct mail matter to customers, or in any other way. Simply ten dollars spent in the course of a year to advertise Sherwin-Williams Products (supposing each dealer did it) would mean two hundred thousand dollars spent in advertising, and a two hundred thousand dollar appropriation is a good sized one for any advertiser to spend.

Suppose each dealer gave up one window to Sherwin-Williams Products one week in a year. That would mean that somewhere in these United States there were every week four hundred windows telling the merits of Sherwin-Williams goods to the passers-by in the street.

This is one of the ways in which the salesmen can use the magazine

advertising. Keep it constantly before the dealer; show him what the house is doing in addition to all its other direct advertising, and then ask the dealer what he is doing to help this along.

One of the chief advantages of an investment in magazine advertising is its effect upon the dealer. It is something tangible and real. It impresses a dealer to know that his house has spent forty-two hundred dollars for a single advertisement in a single publication, as The Sherwin-Williams Company did recently in The Saturday Evening Post. That impresses the dealer and impresses the customer of the dealer, but the traveling man should not take it for granted that the dealer knows this. Even if the dealer has learned it from all the excellent methods of presenting it which your local advertising department has adopted, the traveling man himself should speak of it, should make sure that every dealer upon whom he calls understands just what it means. If this is done, The Sherwin-Williams Company will get a great deal more out of its magazine advertising than it has ever paid for.

A Loud Call for Help.

BY THE EDITOR.

YOU can tell afar off when a man's in trouble. If you will look through this article you will find a well developed case of trouble. All the symptoms are here—a high temperature, rapid pulse and an uncertain feeling all over. Don't laugh—for you'll soon see how serious it is. The Manager of the Advertising Department called me to his desk a day or two ago, and, before I could be sealed, he handed me a bunch of reports. They showed the number of "Es" lists received this year and for a corresponding period last year. They showed, too, the number addressed, and the number of agents in each division, etc. This year's showing was certainly a bad one. Before I could comment on it I was told that the trouble would have to be remedied at once and that it was up to me to tell the representatives about it so that we could clean up the work of printing, addressing and mailing the "Es" before May 1st. As a parting shot I was told that positively no lists would be mailed after May 1st. That's all there is to it.

I know what our representatives have been up against the past two months. I won't importune you now. You all appreciate the frank way in which I discuss the matter with you and I know you will help me out.

Every agent should send in a conservative list for the Spring Calendars at once. Under ordinary circumstances we would make a strong, direct appeal to them. But this year we want to be particularly careful to get good lists, and, adding to this, is the help the "Es" is to the representative in securing a stock order or opening a new agency. It's a good ice breaker. It isn't necessary to tell you that now I have written this I am going to watch the reports to see how the lists come in. Please don't forget your part in the difficulty. Get your Promoting Department Managers to give you a list of delinquent agents. Write those you will not be able to call on the next 30 days then *It* soon lose my troubled look.



Some Centre Shots!



It is with some misgivings that we exercise the editorial prerogative of passing on to our readers some of the information contained in bulletins that are issued frequently by district and division managers. We have not asked permission. Viewed from the editorial chair some of the paragraphs are centre shots—they hit the bull's eye. We propose to pass around each month our long distance glass "that all who run may read." Have a look, for you'll find it worth your while.—Ed.

P. S.—We would take this opportunity of requesting all managers to put this department on their bulletin list if we are not so favored now.

MR. A. D. JOYCE'S BULLETIN OF FEBRUARY 19TH.

Mr. Ben. L. Haynes continues to send us orders from New Agents and New Dealers in nearly every mail. In a recent letter to the writer he says: "I am writing you this letter to let you know that I agree with you that the way to get business is to go after it. I am going to tell you of my success at Colorado Springs yesterday. When I arrived I found business prospects very dull, and decided to stir up some. I first called on ——— Realty & Building Co., and secured an order for four barrels Shingle Strain. I then called on the mayor of the city, D. N. Heizer, to see if there was anything stirring in Colorado Springs besides the breeze. He told me he was planning to paint his two hotels at Cascade, about two-thirds the way up Pike's Peak. I immediately got busy and sold him the material for both his hotels, and the order which was turned in through our good agent, Mr. Sperry, was as follows: 225 gallons Red Oxide Creosote Paint, 100 gallons No. 375 S.W.P.; 25 gallons Gloss White, 40 gallons P. F. Dust Color, one barrel Linseed Oil. The order amounted to nearly \$750, and my agent informed me that the day's business that I had secured for him through property owners with the sundry items would amount to \$1,000." Keep it up, Mr. Haynes. This is fine work. It's personal work that gets the business. Don't forget to send us photographs of these hotels when finished. We want them for our magazines.

In last week's bulletin we mentioned the fact that Mr. Twaddell had turned in a 50,000 lb. cat from Nash, Robinson & Co., of Waco. This good work did not satisfy the enthusiastic man of 608, for the next day he mailed us a splendid full line car-load from C. M. Miller of Austin. This order contained practically everything in the S.W. line. Mr. Twaddell also secured a stock order from ———, a small town of 500 population, which called for 500 gallons of S.W.P.—a gallon for every inhabitant. Flowers to you, Mr. Twaddell.

MR. A. D. JOYCE'S BULLETIN OF FEBRUARY 19TH.

The representatives in the Kansas City Division are marking with stars on their orders all new lines which they are able to sell to old customers, and Mr. Clare is certainly becoming an "all-star" man. On an order he just sent us from another concern we find twelve stars, indicating that he sold these customers twelve lines that they had never before handled. Mr. Clare writes us that these people promised him that they would double last year's business, and he thought that the best way to encourage them to keep their word was to give them goods to do it with, and their stock order amounted to \$490. Last year's total business was \$850.

The writer is in receipt of a letter from that irrepressible enthusiast and live actor, Mr. George E. Cannon, from which we quote:

"When I got through with this proposition, instead of the thermometer running down, I felt that the 'finger' of enthusiasm was still steaming and I went after the Drug Co. and landed them for a beautiful stock order. I also sold something that I

had never been able to sell—Paris Green, which has always been a 'Jonah' to me—and then I took a stroll down to see ———, our C. & M. account here, and of all the 'calamity howlers' you ever heard of he takes the cake. He seemed to think that the world was coming to an end and that there would never be another buggy painted. Well, I gave him a hyperdermic injection of enthusiasm and read him a few paragraphs from some of your letters and bulletins and he finally compromised the matter by giving me a good order. It was beginning to get dark and I strolled into the hotel, wishing there was something else I could land before going to bed. I got after the proprietor and made him buy a good jag of Floor Wax. This is the way we are doing business in Texas. May the good work continue."

MR. R. W. LEVENHAGEN'S BULLETIN OF JANUARY 27TH.

It's better to win in five successive prospects by careful, systematic planning than to win five times out of fifteen by rush, pell-mell style. There is less energy wasted, and you still have ten prospects to work on. The lack of planning in advance always means the smallest accomplishment in the end.

While we must have new customers to make the business grow we don't want to overlook the old trade. Some salesmen are excellent new business getters, but by lack of attention lose old and valued customers. It's the man who learns to get new trade by keeping his old and pointing to their record that makes the greatest success and builds for him a following which not only makes him valuable to the house but strong against the breaking in of competition. He has fortified himself from every standpoint and is a successful representative in its true meaning.

MR. J. P. COLEMAN'S BULLETIN OF FEBRUARY 19TH.

It has occurred to the writer that a good selling argument in favor of putting up all sorts of paint net weight would be that, on account of the varying proportions of color and container which obtain in the case of the various sizes of the packages, it has been very difficult in the past for painters especially to match up successive batches of the same color in oil where required for use in tinting a lb. keg of lead to a required shade, that same amount of color would not produce the same shade when used in combination with the lead contained in two 50s nor again in eight 12½s. In like manner two half pounds or four quarters of any of the colors put up in that way would not produce the same tint with a given amount of lead or any other white base on account of the variation in the proportion of color and container for such packages.

MR. J. P. COLEMAN'S BULLETIN OF FEBRUARY 19TH.

Mr. T. M. Brude certainly did do things last week. He secured four new agents, two new dealers, and a total of eighteen orders for the week. One a line of the Milwaukee Railway, in S. D. He has an agent in every town, and he says it is an "S.W.P. line."

Mr. F. A. Randall writes that he had three men fighting for the agency in one town. He did not know what to do as they were all good men, and they all wanted the agency. Mr. Randall had just sent in some varnish and dry color business, and he is not overlooking anything.

We have just received a good agency order from Mr. Randall which amounts to \$600. This order includes 111 gallons of varnish besides a "D" Mar-not assortment and 6 barrels of Dry Colors and Flat-tone and Oil Colors. It certainly is a dandy.

In the same town he also secured a new dealer and sold him 70 gallons of varnish, and 6 gallons of our No. 1 Shellac besides dry and oil colors. He also secured a new C. & M. account in the same town and sold them 65 gallons of S.W.P. When Randall lines them up he does it from A to Z.





Newark Sales Division.

Everyone is "Brightening Up" at the prospect of the return to normal business conditions, and the fact that we have received a number of stock orders larger than last year's since the representatives started out on the territories is a good indication that the merchant has no fear of a dull painting season, but rather anticipates a busy and profitable trade.

Sales managers have advised all representatives in reference to the advertising scheme which is being carried out by The National Cash Register Co. They have in their show rooms model stores of all kinds and demonstrate the value of their machine by making sales of the various articles, the role of customer and merchant being carried on by some of their employees. We have our advertising and dummy cans on the shelves of their hardware store in their New York City office. Looks fine and a splendid ad for us. If there are any offices of this concern in your territory, go after them or any others that might look into a proposition of this kind.

Don't forget "E" calendar lists for new agents and get them when you take their opening order.

Omaha Sales Division.

We are glad to announce our interested office force, hunting shipping force, and live road force as full-fledged members of the "Roosters' Club."

We are in receipt of another "Ben L. Haynes" car, which is a full-liner from Sterling, Colorado. This representative has done some fine missionary work in calling on an agent who thought he needed no paint. Mr. Haynes made a convert by going out and selling—in one day—\$1000 worth of paint to property owners through this agent.

We are getting more orders and bigger orders every day. All the representatives are working like Trojans, exerting every effort to make February a banner month; a "hummer" for this Division, closing our first half of the year to the good.

St. Louis Sales Division.

There seems to be a general feeling among our agents and dealers that the coming year will be as good, if not a better business year, than ever. Very few are now pessimistic enough to predict anything to the contrary. They have all joined the Boosters' Club, and mean to push.

Supervisor S. H. Stewart, has given us some very valuable assistance. The excellent work done by him on some of the territories will be remembered by our regular representatives on those territories.

Kansas City Sales Division.

We have received several good car load orders during the past month, and are promised more in the near future. The car load class is a good one to belong to, and easy to get in.

One of our representatives writes us that his agent promised to double the business of last year, and to help him start right the stock order sold him amounted to nearly as much as last year's business. Mr. R. L. Graves, our good Manufacturers' Sales representative, has just been given the large C. & M. territory in the south and west formerly covered by Mr. D. J. Moore, and will hereafter work the Atlantic Coast District. We are very sorry indeed to lose Mr. Graves from the Southwestern District, for he has been one of our best and most conscientious representatives. He started with us when the Kansas City house was started, and has handled some of our most important territories with splendid success. On leaving he was presented with a beautiful solid gold watch chain, complete with a very fine Elks' charm and gold cigar clipper. The presentation was made in the name of his old associates in the Southwestern District. The charm was engraved as follows: "February 18, 1908, to R. L. G. from Southwestern District Staff."

Northwestern Sales Division.

We have received the following from one of our representatives in a Northern Minnesota town of 166 inhabitants:

"Again we are elected to office. S. W. P. is mayor and the Little Paint Man is chief of police. This will keep out all competition. It may not be a square deal to our competitors, but by diplomacy and confidence in The Sherwin-Williams Co. I was able to line up the two hardware men with stock orders amounting to \$535.00."

This is the optimistic spirit, and we in the Northwest are looking forward to a nice increase in business.

San Francisco Sales Division.

We regret very much to announce the retirement of Mr. W. E. Slaker as Cashier of this Division. For nearly seven years Mr. Slaker has been actively engaged at the head of our Accounts Department, and has the honor of being the first Top-Notcher Cashier of the Company, when the competition was inaugurated several years ago. As a small token of esteem the staff of the San Francisco house presented to him a handsome traveling bag and outfit. Upon retiring into private life we sincerely wish Mr. Slaker a long and happy holiday and trust that he will feel that his friends will always be interested in his welfare. Mr. Slaker is succeeded by Mr. Allan R. Carter, who is truly a representative of the type that figures prominently in Top-Notcher standings. Mr. Carter was formerly in the Accounting

Department at Los Angeles, where he received his training in Sherwin-Williams policies, and we feel that in assuming the duties of cashier that he will carry out the successful work of his predecessor. We welcome him and wish him success.

The veterans of the Pacific had better look well to their laurels. Mr. C. P. Christiansen of Territory 500 in four consecutive days landed four agents and sent in ten different orders—all taken at the same period of time. Thank you, Mr. Christiansen.

Mr. R. A. Carder, our worthy representative on Territory 501, is doing some mighty good work, and the present indications are that he is going to out-distance anything heretofore accomplished on that territory. Keep it up Mr. Carder, and let us both, jointly, realize these hopes.

Texas Sales Division.

Mr. K. Miller, our new representative in the Panhandle section, has just landed a splendid car-load order of shelf goods at Amarillo, Texas.

Mr. S. S. Burris has sent us in four car-load orders within the last thirty days.

Mr. E. S. Donnelly, our veteran top-notch, secured an order for a solid car-load of C. & M. goods.

Mr. Geo. E. Cannon is making another splendid record on his sales of Root and Bridge Paint and Creosote Paint; he has already sold over 600 gallons of the new Ivy Green Creosote Paint.

Mr. J. H. Payne has been doing some splendid work in lining up the marine trade at Galveston and Port Arthur, Texas. He has sent a fine car-load order from Beaumont, Texas.

Sales Department Notes.

Owing to representatives having been absent from their territories, and to various other conditions as well, this is the first time we have been able to show this competition since the commencement of the fiscal year. The last figures given were in September 1907 issue when the close of last year's competition was recorded.

In spite of the adverse conditions which have prevailed in many localities this year's figures look pretty well against those of last, and before long we have no doubt will exceed them.

We shall endeavor to record the results of this competition in THE CHAMELEON from month to month as heretofore.

Leaders in New S. W. P. Agents.

Kansas City Division,	1st—H. B. Saxler,	14
and—E. J. Clark	7	
Chicago Division,	1st—G. C. Gray,	8
and—J. L. Smith,	4 each	
Texas Division,	1st—K. Miller,	0
and—J. T. Twidell,	0	

Central Pacific Division,	1st—W. H. Lally,	7
and—W. E. Carter,	7	
Northwestern Division,	1st—T. V. Bender,	7
and—F. W. Denno,	9	
Central Atlantic Division,	1st—W. D. Elyton,	5
and—J. B. Roberts,	3 each	
Canadian Division,	1st—J. M. Martin,	5
and—W. Benson,	3 each	
and—R. Vincent,	3 each	
and—F. Ryan,	3 each	
Omaha Division,	1st—J. L. Haynes,	5
and—Territory 500,	2	
Southeastern Division,	1st—A. D. Kiser,	4
and—W. C. Pierce,	2	
St. Louis Division,	1st—M. M. Miller,	4
and—J. H. P. Kier,	2 each	
and—H. F. Long,	2 each	
New England Division,	1st—J. D. Thompson,	3 each
and—J. H. C. Sullivan,	3 each	
and—F. B. Hare,	3 each	
and—H. W. Putnam,	2 each	
and—G. L. Ransom,	2 each	
Southern Pacific Division,	1st—J. B. Kier,	3 each
and—J. C. Knight,	2	
Newark Division,	1st—J. C. Sullivan,	3 each
and—J. C. Loughran,	2 each	
and—J. A. C. Bonnell,	2 each	
Chicago Division,	1st—J. O. Knight,	44
and—J. G. Gray,	50	
Kansas City Division,	1st—W. R. Ashbrook,	25
and—Territory 501,	23	
Central Atlantic Division,	1st—G. E. Elliot,	22
and—C. W. Burges,	18	
Omaha Division,	1st—Territory 501,	18
and—A. H. Rich,	8	
Northwestern Division,	1st—C. F. Benson,	18
and—J. W. Denno,	18	
and—J. T. Twidell,	0	
Newark Division,	1st—J. B. Saxler,	17
and—J. T. Twidell,	15	
New England Division,	1st—J. B. Wells,	14
and—J. D. Phillips,	13	
Texas Division,	1st—H. B. Saxler,	14
and—E. J. Clark,	7	
Chicago Division,	1st—G. C. Gray,	8
and—J. L. Smith,	4 each	
Texas Division,	1st—K. Miller,	0
and—J. T. Twidell,	0	

Leaders in Other New Accounts.

Central Atlantic Division,	1st—F. E. Drex,	58
and—G. E. Flint,	35	
New England Division,	1st—A. J. Gillespie,	34
and—J. D. Phillips,	20	
Kansas City Division,	1st—W. R. Ashbrook,	30
and—D. C. Jordan,	27	
Omaha Division,	1st—Territory 501,	27
and—H. L. Haynes,	10	
Chicago Division,	1st—F. C. Sullivan,	25
and—W. R. Kane,	21	
Newark Division,	1st—J. A. Shackell,	25 each
and—F. S. Slater,	15	
Southern Pacific Division,	1st—J. O. Knight,	21
and—S. G. Harless,	11	
Southeastern Division,	1st—A. D. Kiser,	17
and—F. D. Spencer,	14	
Central Pacific Division,	1st—J. Thompson,	10
and—Territory 501,	14	
Texas Division,	1st—K. S. Donnelly,	15
and—S. S. Burris,	11	
Canadian Division,	1st—J. K. Auer,	14 each
and—J. W. Benson,	7	
Northwestern Division,	1st—E. F. Camstock,	17
and—J. T. M. Brude,	8 each	
St. Louis Division,	1st—J. H. P. Kier,	8 each
and—C. T. Raigh,	4	
and—Territory 501,	4	

Leaders in Total New Agents, New Dealers and Other New Accounts.

Chicago Division, 1st—G. J. Liebach and—B. J. Craig	1798 70
Kansas City Division, 1st—W. R. Ashbrook and—H. B. Sever	50 48
Central Atlantic Division, 1st—J. E. Drew and—C. E. Elliott and—A. A. Larkins and—C. W. Burgess	58 each 37 each
Omaha Division, 1st—Territory 622 and—B. I. Haynes	47 26
Newark Division, 1st—J. A. W. McKell and—A. D. Collins	42 32
New England Division, 1st—A. J. Gallespie and—J. D. Pillsbury	39 36
Southeastern Division, 1st—W. C. Fagan and—J. E. D. Spencer	28 24 each
Texas Division, 1st—J. H. Payne and—S. S. Burns	25 21
Central Pacific Division, 1st—J. C. K. Kelch and—J. Thompson	19 each 16
Southern Pacific Division, 1st—J. O. Hadden and—J. J. Hadden	24 17
Northwestern District, 1st—T. M. Brinde and—C. F. Bennett	24 19
Canadian Division, 1st—J. F. Ryan and—J. McMartin	21 18
St. Louis Division, 1st—H. P. Keels and—M. M. Miller	15 12

Leaders in Floor Finishes.

Southern Pacific Division, 1st—G. H. Wise and—G. W. Burdell	
Central Pacific Division, 1st—R. A. Carder and—C. E. Kelch	
Canadian Division, 1st—C. A. Thomas and—W. P. Thompson	
New England Division, 1st—A. J. Gallespie and—J. W. Pittman	
Texas Division, 1st—S. S. Burns and—J. J. Twaddell	

St. Louis Division, 1st—W. V. Hammond and—H. P. Keels	
Kansas City Division, 1st—H. B. Sevier and—E. J. Clark	
Chicago Division, 1st—C. S. Wheeler and—G. J. Liebach	
Newark Division, 1st—H. T. Sheldon and—M. E. Kluspaugh	
Omaha Division, 1st—R. I. Haynes and—A. H. Rich	
Southeastern Division, 1st—F. D. Spencer and—A. D. Kier	
Northwestern Division, 1st—Otto Manerndt and—V. P. Bennett	
Central Atlantic Division, 1st—W. H. Jarden, Jr and—A. Larkins	
Newark Division, 1st—J. C. Thompson and—Territory 272	
Southern Pacific Division, 1st—W. E. Wesa and—Geo. W. Burrill	
Chicago Division, 1st—C. S. Wheeler and—W. F. Gallinger	
Kansas City Division, 1st—H. H. Stover and—W. R. Ashbrook	
Texas Division, 1st—S. S. Burns and—J. J. Twaddell	
Canadian Division, 1st—J. W. Benson and—C. A. Thomas	
Central Atlantic Division, 1st—W. H. Jarden, Jr and—C. G. Fisher	
Omaha Division, 1st—H. L. Hayes and—A. H. Rich	
Central Pacific Division, 1st—R. A. Carder and—W. H. Talley	
New England Division, 1st—A. J. Gallespie and—J. B. Wells	
St. Louis Division, 1st—W. V. Hammond and—Territory 102	
Southeastern Division, 1st—F. D. Spencer and—A. D. Kier	
Northwestern Division, 1st—O. H. Manerndt and—F. W. Denion	

Leaders in Shelf Goods Sales.

Newark Division, 1st—J. C. Thompson and—Territory 272	
Southern Pacific Division, 1st—W. E. Wesa and—Geo. W. Burrill	
Chicago Division, 1st—C. S. Wheeler and—W. F. Gallinger	
Kansas City Division, 1st—H. H. Stover and—W. R. Ashbrook	
Texas Division, 1st—S. S. Burns and—J. J. Twaddell	
Canadian Division, 1st—J. W. Benson and—C. A. Thomas	
Central Atlantic Division, 1st—W. H. Jarden, Jr and—C. G. Fisher	
Omaha Division, 1st—H. L. Hayes and—A. H. Rich	
Central Pacific Division, 1st—R. A. Carder and—W. H. Talley	
New England Division, 1st—A. J. Gallespie and—J. B. Wells	
St. Louis Division, 1st—W. V. Hammond and—Territory 102	
Southeastern Division, 1st—F. D. Spencer and—A. D. Kier	
Northwestern Division, 1st—O. H. Manerndt and—F. W. Denion	