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EASTMAN EPISODES

Source: Mr. Fell

Mr. Eastman one day told Mr. Fell that, so long as his mother was alive, he laid before her any important decisions he had to make. If she said "No," he didn't go further.

"She was one of the most wonderful women I have ever known," Mr. Eastman said.

(Check with Mr. Fell)

22.

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EASTMAN EPISODES

Source: Mr. Fell

Mr. Fell was always very much impressed with Mr. Eastman's faculty of going to the heart of any proposition. When a memorandum was presented to him he would look at it for about a minute, and then, according to Mr. Fell, nine times out of ten he would put his finger on the weak spot. "How about that," he would ask.

Indeed, finding the flaw in a carefully constructed proposition became a game with Mr. Eastman, Mr. Fell felt.

Sometimes the discovery came less quickly. Mr. Eastman would frown: "Well, where is it?" And then a smile would show that there was fun in the serious business of finding weak spots.

Early in the century, at a time when Mr. Fell had returned from several years in England for Kodak, was passing through a period of hostility on the part of its competitors. In charge of Kodak's convention and demonstration arrangements, Mr. Fell was hard pressed in that work by the active forms taken by the competitors' dislike for Kodak.

So he went to Mr. Eastman with a plan.

Mr. Eastman studied it, and then looked up. "Wouldn't this arrangement put our competitors in a very embarrassing position?" he asked Mr. Fell.

14.

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"It certainly would," Mr. Fell responded -- responded enthusiastically.

Mr. Eastman thought a moment more. Then he spoke. "We mustn't do it, then.

"I consider myself the father of this industry. I take just as much pride in the prosperity of the others in this business as in the prosperity of the Eastman Kodak Company. I want us to do nothing that will in any way stand in the way of our competitors' prosperity."

(Check all with Mr. Fell)

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re: George Eastman 5/12/39

by Harry W. Fell duplicate

The writer was very much interested in a chat with Mr. Eastman many years ago for he talked about his mother. He said his mother was one of the most wonderful women in the world. She had an uncanny judgment in business matters and that he had never gone into any business proposition of any kind without first consulting her and very often when he thought a proposition was good - she would say No - and invariably he found out she was right.

On another occasion the writer asked him how he became interested in photography. He said he always liked the woods and every year he tried to spend a certain amount of time in them. When he got into the woods he saw so many beautiful things that he longed for some means of bringing these pictures back otherwise than in hismind so that he could go over these lovely things again and enjoy them. He could not paint or draw so the best he could do was to try to remember them. At this particular time he waswork ing in a bank and his desk was on the second floor right in front of a window and across the alley from a photographic studio and he could see into it through the skylight. The photograph gallery was run by a man named Kent. It suddenly occurred to Mr. Eastman that possibly he could learn sufficient photography from Mr. Kent to enable him have the reminders of the woods which he so desired. So he went to see Mr. Kent and made arrangements for him to teach him enough photography to meet his needs. For some little time Mr. Kent and Mr. Eastman spent Sundays together as teacher and pupil. Thus Mr. Eastman used a camera, making exposures and taking pictures until he felt that he was sufficiently posted to go ahead on his own. He then

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From this time on he became very much interested in photography and he started working on the problem of lightening up the equipment and reducing the troubles of preparing the plates in the field. About that time Captain Abiney in England discovered that the salts of silver could be carried in a gelatine emulsion and Mr.Eastman immediately began experiments along that line. He used his mother's kitchen for these experiments after she had finished her work for the day there and always worked until long after midnight except on Saturday night when his mother insisted upon ~~e~~ no work on Sunday. So on Saturdays he went to bed at midnight and slept until Monday morning. Such was the early start of the tremendous business now known as the Eastman Kodak Company.

In the line of work the writer was engaged in often matters occurred which put the Company and the writer in a bad light with the trade. During one of these "gang-ups" the writer worked

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Mr. Eastman had an uncanny gift of being able to pick out the weak spot of any plan. It was interesting to watch him concentrating on a plan or problem and it was sledom that he could not spot the weak point in very short time. The writer remembers watching him go over a business proposition and in three minutes discovering why it was not the right proposition for the particular subject being considered. This foresight of Mr.Eastman to properly analyze a problem probably went a long way to constitue his remarkable success in business.

In the very early days of the Eastman Kodak Company the chief chemical engineer (Mr. Henry Rachenbach) left the employ of Mr. Eastman and joined up with two other gentlemen to form an independent company to manufacture photographic materials (Rachenbach, Morey, Wills Company). Unfortunately this firm did not prosper and finally dissolved. The world did not treat the chief chemical engineer very kindly and as the years passed he hadn't too much of the world's goods and also his health failed. When life looked the darkest for him, he came on to Rochester and

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by chance met the writer in the lobby of one of the hotels. He told the writer he was on his way to see Mr. Eastman to ask him to help him and the writer asked him if he didn't think that was being quite brazen. He replied to the effect that he thought he knew Mr. Eastman and that he thought he could see him and get Mr. Eastman to give him some money. He went on to say further that he had only two years to live. So on he went to see Mr. Eastman and he returned and met the writer 30 minutes later and showed him a check for $5,000 on which the writer saw Mr. Eastman's signature. So in this the writer saw another side of George Eastman - that proved he was a true friend and especially to one in distress. This man died two years later and the last two years of his life were enriched by george Eastman's kind act.

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Harry W. Fell

Fell, Harry

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5/12/39 FELL 4

re: George Eastman

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On another occasion the writer asked him how he became interested in photography. He said he always liked the woods and every year he tried to spend a certain amount of time in them. When he got into the woods he saw so many beautiful things that he longed for some means of bringing these pictures back otherwise than in his mind so that he could go over these lovely things again and enjoy them. He could not paint or draw so the best he could do was to try to remember them. At this particular time he was working in a bank and his desk was on the second floor right in front of a window and across the alley from a photographic studio and he could see into it through the skylight. The photograph gallery was run by a man named Kent. It suddenly occurred to Mr. Eastman that possibly he could learn sufficient photography from Mr. Kent to enable him have the reminders of the woods which he so desired. So he went to see Mr. Kent and made arrangements for him to teach him enough photography to meet his needs. For some little time Mr. Kent and Mr. Eastman spent Sundays together as teacher and pupil. Thus Mr. Eastman used a camera, making exposures and taking pictures until he felt that he was sufficiently posted to go ahead on his own. He then

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