Mr. Charles Z. Case
In Charge of Special Developments

Mr. Case met Mr. Eastman in England much in later years. He met him first in this country, however, when he came to work in the shipping room of the company at the age of 18, in 1912. He met Mr. Eastman socially at Mrs. Mulligan's about 1913, when Mr. Eastman apparently had him sized up for future possibilities and asked him where he had been to school and so on. He saw nothing more of him until the time when he was leaving for service on the Mexican border. Mr. Eastman saw his troop off and told him that he had decided to send him to England when he got back. (Mr. Eastman had a slight acquaintance with Mr. Case's father who had been in England working for the Vacuum Oil Company). Service on the border and in the World War intervened but after the war Mr. Eastman made good and sent him to London as assistant to F.C. Mattison, director of Kodak, Ltd. In time Mr. Case became Assistant Manager and then a director of that organization.

Mr. Case noted two points about Mr. Eastman's character. He was always keeping his eyes peeled looking for persons who would be valuable in his business and he was always storing things in his mind. Mr. Eastman had kept Mr. Case in mind for the English job for four years. Mr. Eastman used to send letters to Mr. Case to ask him to get guns and hunting equipment for him in London.
Mr. Eastman would write the equivalent of a usual four-page letter in as many lines. He was a master of condensed expression so that everything one needed was there. His mind was often on business even during hours of relaxation. When he had the idea of the Theater and School in his mind, Mr. Case took him to a polo match at Rossamont, and the next day Mr. Case received a pencil sketch which Mr. Eastman had seen in the polo club and had sketched while at the polo game, indicating that he wanted a model of that chair for his theater. Mr. Eastman had quite a habit of conveying information by sketches, perhaps because they were more accurately and concisely expressive than words in some cases.

Mr. Case was told the following, which happened before his time. When Mr. Eastman built the Kingsway office building in London, he engaged Sir John Burnett and drew his idea of the building from which Sir John made up plans. These didn't satisfy Mr. Eastman as being close enough to his idea so he took his sketches to the Rochester firm, Gordon & Kaelber. They elaborated on George Eastman's sketches and sent them to Sir John. From them Burnett made final plans of the building which tallied exactly with Mr. Eastman's idea. These set a new style of business architecture in London, although the credit went to Sir John Burnett. Many letters in the Times praised Sir John for starting a new style of business architecture. It reflected Mr. Eastman's ideas on utility. It more or less started the idea of having use determine form rather than vice versa. Building was quite a passion of Mr. Eastman's. He went into every
building the company ever put up with the greatest interest and his ideas in regard to them were always carried out.

Mr. Eastman formed the habit of watching pennies when he was young and some outcroppings of this were amusing. One time in London he asked Mr. Case "What English cigarette is there that corresponds closest with Lucky Strikes?" Mr. Case said none of them did, and that they are usually Turkish or Balkan—and the cheap ones Virginian. Mr. Case happened to have one of each and he gave them to Mr. Eastman to try. "None of them taste very much like Lucky Strikes", he commented, and added "Phillip Morris is good, but expensive." To Mr. Case offer to get Lucky Strikes he demurred that they cost twice as much as in America, and then the matter was dropped. Afterwards Mr. Case sent a boy to get some Lucky Strikes and sent them in to Mr. Eastman with his compliments. Mr. Eastman was tickled. "I just hate to spend more for a thing than I know it's worth", he said. Yet next day he sat down and wrote out a check for $1,000,000 for a dental dispensary.

Mr. Case tells of an instance of Mr. Eastman's insistence upon buying on the basis of value. He started out with Mr. Eastman from the Hotel Maurice and walked down the Rue de la Paix and the first store they came to was the exclusive haberdashery of Sulka. Mr. Eastman looked in the window for a long time at some ties and then reluctantly walked on. Going into the Place Vendome he lingered at another haberdasher window. Finally they came to the Bon Marche, a cheaper store. Mr. Eastman said "Come in with me; I've got to get some ties". He spent five minutes picking out some rather bright...
ties. Then as the man was about to wrap them he pointed to the rear of the store and said "What are those ties at that end?"
The man replied "Those are artificial silk. They are cheaper".
Mr. Eastman put down the tie he had in his hand and bought half a dozen of the artificial silk ones, while Mr. Case recalled with astonishment that he bought his at the Rue de la Paix.

However, Mr. Eastman was not in any sense miserly, says Mr. Case. There wasn't anything he wanted that he didn't get and nothing that he didn't get if he thought it were useful.

Mr. Eastman was a marvelous host. He always put his guests first. If on a party in London or Paris he would take the little seat in the taxicab and put the guest in the back. In the theater the guests would be given the front of the box and Mr. Eastman would sit in the back row. Asked as to Mr. Eastman's taste in shows, Mr. Case said he would go to a revue once in a while. He seemed to go on recommendation rather than following any type of performance or any particular star.

Asked if Mr. Eastman would entertain for the sake of getting business later Mr. Case said that Mr. Eastman didn't go in much for "blowing people about" in order to impress them.

At dinner he used to choose things carefully. They went to a Paris restaurant once and as Mr. Eastman was treating Mr. Case picked out asparagus and strawberries which were both out of season, explaining to Mr. Eastman this was because he "didn't get dined by a millionaire very often." Mr. Eastman would get good food for himself but not expensive food just for the fun of it.
Mr. Eastman had unusual ability to keep his mouth shut. This, coupled with his excellent memory and concentration, enabled him to listen to a person talk for several hours without interrupting and at the end of that time would come out and review the main points or mention points that had been omitted. As a result of this ability he got through with the job in much less time as well as avoiding confusion by interrupting. Mr. Case once took nearly five hours to go into a matter with Mr. Eastman and the latter never opened his mouth once during that time. Afterwards he brought out weaknesses, flaws, etc. as fully as though he had taken notes. Reminded that Mr. Eastman disliked repetition Mr. Case said he didn't know by experience of that because he never tried repetition with him.

Asked if Mr. Eastman ever compared Europeans with Americans Mr. Case said he did not do so, openly at any rate. He had years of experience in Europe when Mr. Case met him. The world was divided in half and he governed half directly from Rochester and the other half indirectly through the London Managing Director. George Eastman knew English methods and people as well as Mr. Case did. He didn't complain about them, he accepted them.

Mr. Eastman's tastes were cultural and not sporting—except for camping, hunting and fishing. In Paris, after a business meeting he looked at his watch and said "We just have time to go to the Louvre." The others begged off going with him and Mr. Case went. As conversation, Mr. Case told him of how the Managing Director had undertaken to show Dr. Mee the Louvre and to shorten the job.
had bribed the guard to come in and shout "ferme" meaning the place
was about to close. They went on and Mr. Case was discussing some
exhibits pertaining to Egyptology when the guard came in the hall
and yelled "ferme!" Mr. Eastman gave Mr. Case a dirty look, but
his feelings (as well as Mr. Case's embarrassment) changed to amuse-
ment when it developed that the Louvre for some reason was closing
earlier than usual that day.

Some time later Mr. Case took Mr. Eastman to a horse show
but he was fairly bored. Apparently he didn't have much taste for
horses. Mr. Case never knew Mr. Eastman to go in for cards, al-
though he possibly may have played the higher flights of bridge.

Mr. Eastman was bitten by the dancing bug about 1910, but
Mr. Case thinks he was a pretty poor dancer. He knew only one other
man whose enthusiasm was equally great and whose ability was equally
small. This was Rudy Speth. Mr. Eastman's dancing hobby didn't
last long.

In a phase relating to music Mr. Case did the corresponding
in picking conductors for the Eastman School and Orchestra. They
started with Alfred Coates. Then they chose Eugene Goossens. Mr.
Eastman had discussions with people here and had three or four con-
ductors tentatively picked out and wanted to know which ones would
fit in best. He had some difficulty with the conductors, although
they liked him. Coates and he had to break up but they were fond
of one another. Mr. Eastman was rather ruthless on the business
end of things. He wanted certain results and if the temperament
of the musicians didn't fit they had to go.
Harking back to another phase, that of dining, Mr. Case in reply to a question said that he never observed whether Mr. Eastman tipped. He feels that he gave the proper amount—not a bit more or less. He usually found the proper procedure in any connection and then followed it. He was never seen in an expensive mood. However, Mr. Case never witnessed any signs of dissatisfaction on the part of waiters or anyone else in this connection.

Mr. Eastman had no full command of the French language so far as speaking was concerned. He knew just a few words of it. He didn’t seek persons when travelling and few sought him unless directly connected with his interests. He was not a "publicity hound" in the least. Mr. Case was not present at any press interviews so he does not know how Mr. Eastman responded to interviewing by reporters.

Mr. Case never saw Mr. Eastman lose his temper or use profanity. This was in the later days. He has heard that he objected to "off-color" stories although he wasn’t prudish and if a risque story was really clever he enjoyed it. He liked very much to hear stories and jokes.

Most of the persons in the company who had dealings with Mr. Eastman were considerably cowed. He really welcomed more freedom than he was used to getting from them but his cold, business-like expression may have frightened some persons.

He enjoyed banter as an example in London shows. They were once at lunch and Dr. and Mrs. Mulligan were there and Dr. Mees. Something came up about the Einstein theory which had just come out.
Dr. Mees said something regarding it. Mrs. Mulligan exclaimed "Oh, please explain it for us. I don't know anything about it!"
Before Dr. Mees had got started Mr. Case said dryly "Nor does Mees!"
Mr. Eastman laughed long and heartily at this sally.

Dr. Mees seemed to be the only man in the company that felt at ease with Mr. Eastman possibly because he concentrated so much upon the matter in his mind at any time that there was no room for thoughts of self to intrude and bother. Apparently, Mr. Eastman enjoyed the freedom which Dr. and Mrs. Mees felt in his company. Mr. Eastman made no apparent effort to put people at their ease except he would offer a cigarette or cigar as a friendly gesture.

In his later years Mr. Eastman had apparently been isolated by the "deification" of his associates. Mr. Case saw nothing of him in the last two or three years. He saw him in the corridor the last time he was over. He asked Mr. Case to come and see him but when Mr. Case called reasons were given why he shouldn't come. In 1929 Mr. Eastman was as fit as ever, but he went all to pieces toward the end and there was a marked difference in his mind. Mr. Case was in England during the last years.

In brighter vein, the picture of the head of a great international business cooking crepes Suzettes on a chafing dish in the London director's room was drawn by Mr. Case. In London they used to lunch in the Board Room when George Eastman was there, with Mr. Wattson, Mr. Case and some others being present. One day Mr. Eastman had crepes Suzettes in Paris. He got the formula from the chef and couldn't wait to try making them. They were as good as any Mr. Case had eaten which was fortunate as Mr. Eastman made an over-supply and
to avoid their being wasted Mr. Case had to finish them all.

Mr. Case never had any of Mr. Eastman's other cooking but on the hunting trips he knows that Mr. Eastman made the coffee, grilled the steaks and so on, and was very keen on it. He was not an excessive eater himself.

Mr. Eastman became a chain cigarette smoker in his last years. Earlier he used to smoke cigars, but never a pipe. Mr. Case believes. He would drink a glass of wine at a meal in a restaurant or at home. Mr. Case never heard any expression from Mr. Eastman on the subject of women smoking. Regarding women in general, Mr. Eastman was fond of female as well as male friends. They were mostly older married women. There was no definite type physically, and some were intellectual and some were not. He apparently liked them for their affable, lively and understanding natures.