

FAVOUR

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Interview with Mr. Paul Favour,
Manager of Service Departments

Mr. Favour came with the company in 1901 as a demonstrator in Chicago and then became a city salesman in New York during which time he had practically no contact with Mr. Eastman.

The first meeting that Mr. Favour recalls occurred in 1906 or 1907. This was at a dinner meeting at which salesmen and distributors were present, which was held at the then fashionable Teall's restaurant on East Avenue. Mr. Eastman made a speech on that occasion in which, as Mr. Favour recalls, he said that their business depended mainly upon three divisions--manufacturing, sales and advertising--and these were all of coordinate value. Incidentally, this was before research was considered primary in importance, although the company did have an "Experimental Group."

As a public speaker Mr. Eastman's diction was clear, distinct and incisive. His manner was calm and collected, but one sensed that he was not vastly interested in public speaking. His voice was adequate in volume but not heavy or oratorical.

An anecdote was recounted illustrating some innocent fun which Mr. Eastman had with his patent attorney while the two were aboard ship bound for Europe. The attorney was having trouble in making up his black bow tie in dressing for dinner. Mr. Eastman came into his state-room and found him struggling with it. "You tie it this way. Let me help you" he suggested and stepped up to make the first loop. "Then you put it through like this", he continued, in demonstrating this mysterious art which the attorney was apparently grasping judging by his numerous "Yesses" of assent.

actual attorney (struggled)
cried for the 2-10!

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"There", concluded Mr. Eastman, "it's all done nicely. Do you get it?" "Yes, sir" was the eager learner's response. "All right", said Mr. Eastman as he gayly seized an end of the tie and pulled the whole thing loose again "Let's see you do it yourself now!"

Mr. Favour related the following as an example of Mr. Eastman's persistence in the pursuit of an idea. They had been discussing "protective coloration" as they came out of the office and continued while the chauffeur waited. Rather than drop the topic before he had exhausted it Mr. Eastman had Mr. Favour step into the car and they continued the discussion until he arrived at his destination. Apparently Mr. Eastman had studied the subject of protective coloration in connection with his hunting expeditions.

The joke was on Mr. Favour in one bout with Mr. Eastman. The former had just been given the sales management of the Century Camera Company and the Folmer-Schwing Company. He was putting out one of his first books promoting the products and called it "Graflex Focal Plane Shutter Photography." He had in it illustrations that were reproductions from photographs made by Graflex cameras. Mr. Favour sent a copy to Mr. Eastman, and a day or two later received a call to see him at the earliest convenience. He went right over. On Mr. Eastman's desk was the booklet Mr. Favour had prepared and Mr. Eastman pointed to an illustration "That's no ruffled grouse" he said. "That's a ruffed grouse". This was the end of the interview.

The strongest impression made by Mr. Eastman in Mr. Favour's mind was that of absolute and unflinching fairness. As one example, Mr. Favour would occasionally get into a controversy with a customer and as a last resort would ask Mr. Eastman what he would like to do about it. Mr. Eastman would say "If you were the customer

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what would you like to have done?" When Mr. Favour had conjectured, Mr. Eastman would say "Then go ahead and do that."

Mr. Favour was made Chief of the Photographic Section of the Bureau of Aircraft Production in the World War period. He had to purchase tremendous quantities of photographic materials. There was one contract for photographic paper for a very large sum. The government, after making tests, selected a paper that was made by a competitor of Eastman Kodak Company. Mr. Favour met Mr. Eastman on the train going from Washington one night in the smoking car. ^{Mr. Eastman (P)} He said he didn't want to be inquisitive or to seek confidential information but he would like to know why the Eastman Kodak Company with all its resources and experience had lost the contract.

He was told by Mr. Favour that the only reason was that the other company made a better product. To this day Mr. Favour doesn't know whether Mr. Eastman was not a little pleased at this--at least he wasn't displeased. It gave him a sort of club to hold over the manufacturing department and also showed the government that the men he released for its service were playing fair.

Along personal lines, Mr. Favour says that he does not recall Mr. Eastman with rings or other jewelry but that he wore a gold watch and chain. He never heard any indication of profanity from Mr. Eastman but understands that it existed at an earlier period of his career. Mr. Eastman did not smoke a cigar or pipe and practically always used a holder in smoking a cigarette.

Mr. Favour recalled a gesture by Mr. Eastman that had not been mentioned by previous interviewees. When he talked with Mr. Eastman the latter would turn his swivel chair and with his profile to his visitor would apparently "line up" a point out the window at a distance and focus upon it while continuing to talk. His

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attention was not derailed by the process.

Mr. Eastman was no longer bicycling when Mr. Favour came with the company. He never saw him drive his own car but thinks he did at the start as there weren't any chauffeurs then.

Questioned as to Mr. Eastman's lesser known hobbies, he mentioned that he had a complete mechanical workshop at home, with metal and wood-working tools and he may have used these for fun as well as for serious purposes.

Mr. Favour could not say as to Mr. Eastman's favorite books or authors, but believed that in motions pictures "Broken Blossoms", in which Richard Barthelmess and one of the Gish Sisters appeared, was a favorite. This is based upon the fact that he presented some of the people at the office with a large number of tickets to this movie so they would be sure to see it. The picture contained some excellent trick photography simulating London in a heavy fog and this may have aroused Mr. Eastman's interest. The movie had a plot of emotional appeal and this may have been the main interest.

When the dancing craze came in 1909-10 Mr. Eastman gave a big ball at his house. Perhaps he liked the music as well as the dancing although he was a very good dancer and did the waltz, hesitation waltz, and two-step smoothly. He was impartial in his choice of partners and displayed no favoritism for any type of feminine beauty.

Mr. Favour was impressed by Mr. Eastman's well-balanced head and face. He was not handsome but his features possessed character. Mr. Favour seems to recall that Mr. Eastman had a patch of gray about the size of a silver dollar on the side of his head near the rear which appeared before the remainder of his hair turned. He always kept a pretty good crop of hair throughout his life.

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OK?
Mr. Eastman had a healthy complexion, neither pale nor ruddy. Mr. Favour said it was similar to his own which is a shade more bright and vital than one sometimes expects of an "indoor" man.

When Mr. Eastman gave responsibility he gave authority at the same time and there was no later interference--unless necessary. Pressed for a specific example Mr. Favour said that examples were hard to give because the trait was manifested so often.

Punctuality was an Eastman fetish, he said. If a meeting were scheduled for nine o'clock, for example, Mr. Favour found himself getting there ahead of Mr. Eastman to avoid his displeasure.

Another story came to mind concerning an incident when Mr. Eastman was in the West on his way either to Japan or to Alaska. The company had just put out a new kind of film (the Autographic) and to make it distinctive and put it over in a big way it was packed in a box of different color from the conventional yellow box. Mr. Eastman happened to be in the San Francisco store with Mr. Favour and a customer was buying film. Being offered the different colored box she said "I don't want that film. I want the Eastman film in the yellow box." Mr. Eastman immediately gave orders to change the container for the new film. And for all varieties it has been "the dependable film in the yellow box" ever since that time.

Concerning Mr. Eastman's last lonely years Mr. Favour says he believes that some persons would have liked to call upon Mr. Eastman just as a friend but were deterred by the uncomfortable feeling that the impression might be given that they were seeking him for selfish purposes.

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