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from Mr. Shilton

~~LOVEJOY~~
SHILTON

ADVISORY COMMITTEE
39 Avenue Montaigne
Paris, France

Personal:

March 20, 1940

Mr. F. W. Lovejoy
Eastman Kodak Company
Rochester, N. Y.

duplicate

Dear Mr. Lovejoy:

Most of my contact with Mr. Eastman was during his short visits to Paris on business. My impressions are mostly confined to his keen mind and great ability to grasp problems which, to others, appeared very complicated. He often surprised me by making a remark or asking a question so direct in its bearing on the subject under consideration, especially as interviews with French business men were usually very confusing and complicated by the fact that an interpreter had to be employed. To illustrate this, I remember a long conversation with a big man in the cine business. Mr. Eastman asked him a question which I put into French. The Frenchman talked to me for at least five minutes in fluent and voluble French which it was impossible to translate verbatim. When the torrent of words ceased, Mr. Eastman quietly remarked with a whimsical twinkle in his eye, "I suppose he says 'NO'."

One of the dominant features of Mr. Eastman's character was an inborn appreciation of what was artistic or harmonious. Although he did not eat much, he appreciated the way dishes were presented and always desired faultless table linen. I think he liked to be present at private homes where the lady of the house showed delicacy of taste and efficiency.

In the same way he appreciated harmony and good taste in the arrangement of furniture, flowers, etc. I do not remember ever hearing him say so in words, but I have noted a satisfaction and a desire to stay in a harmonious well run house.

I think Mr. Eastman instinctively took dislike to or approved of people he met, although he never said very much, he always betrayed his feelings by his manner. He was shy and I should say very reticent to show any emotion, although he felt things very strongly.

His artistic taste, however, was never allowed to override his business and practical mind. I remember that one of our retail stores in Paris had been decorated at great expense by a firm who had put their utmost into making a splendid oriental atmosphere with smoked mahogany columns and a general dark tone. Unfortunately, the ceiling of the store was very low and the windows not very wide. The impression one had was one of semi-obscurity on entering the store. Mr. Eastman sensed this immediately, and he said on seeing it: "Very artistic, but paint everything white." This was almost sacrilegious, but it was common sense and salesmanship.

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His ability to make staunch friends in business was very great and I suppose he was surrounded with more loyal employees than most big men. Even his most ardent competitors, at least those I knew, were strong in their appreciation of his character. He always kept his word, and I think he said once: "When you make a contract fight like the devil for every advantage, but when it is signed, stick to it even though it may be to your disadvantage."

I remember also one of our most expert D. & P. men showing to Mr. Eastman an enlargement some 6 feet high and 3 feet wide. At that time the feat was extraordinary and the man who made the enlargement was very proud of his work. Mr. Eastman looked at it and said: "Very nice, any money in it?" The man said that he didn't think we could ask a price which would repay all the trouble and cost. Mr. Eastman said: "Don't make 'em then."

In the later years of his life, he passed through Paris on his way hunting in Africa. It appeared to me that Mr. Eastman was in a state of lassitude and general loss of faith in humanity. I do not think he ever had much confidence in the average man. I think he rather despised the want of energy shown by most people. His own life was a struggle against big odds which he surmounted. He never had any pity for mediocrity or lack of intelligence, and I do not think he quite appreciated at times the effort that some people had to make to live up to his standard of efficiency.

Mr. Eastman had great respect for specialists who knew their jobs. I think he must have felt his own shortcomings in the business as it grew. I always remember his questions to me when the Company was about to commence the manufacture of lenses for cameras. He knew I had been employed by a well known firm of lens makers before coming to Kodak and his questions to me and the kindly manner in which he took my advice in this matter, confirmed my opinion that he was very appreciative of any special knowledge on subjects bearing on his business.

Yours truly,

(signed) H. Shilton

Shilton, H.

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COMMUNICATION FROM THE

ADVISORY COMMITTEE

PERSONAL ✓

39, AVENUE MONTAIGNE
PARIS
(VIII^e)

March 20th 1940

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Eastman Kodak Company,
Rochester, New York.

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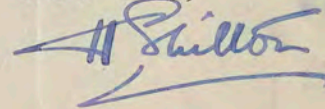
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