

NEWELL-EMMETT COMPANY

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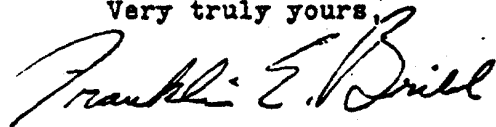
November 8, 1944

A fabulous figure in the business world died the other day. You might say he belonged to a dying generation . . . the generation of dynamic builders of America whose business philosophy was flavored with a strong sense of public service.

George A. Martin's life and business record were a tribute to the concept of private initiative. His rise from obscurity, his full and busy life and his absorbing interest in his fellow men were nothing short of inspirational.

We are enclosing background data on the late Mr. Martin in the belief that an editorial based on his biography might help re-establish the philosophy of living, which made our country great.

Very truly yours,

A handwritten signature in dark ink, reading "Franklin E. Brill". The signature is fluid and cursive, with the first name "Franklin" and last name "Brill" clearly legible.

Franklin E. Brill

GEORGE A. MARTIN

AMERICA'S LEAST PUBLICIZED INDUSTRIALIST

Last month, a bustling 80-year old industrialist returned from a 10,000 mile trip through South America, full of enthusiasm for the industrial future of the Americas. Last year, he traveled 16,500 miles over the same territory, personally supervising the operations of his company's foreign properties.

Yet, this youthful octogenarian still finds time to be chairman of the board of directors of the world's largest paint company, president of six other corporations and vice-president of two more, a director of a rubber company, a railroad, a meatpacking house, the Cleveland baseball club and the Metropolitan Opera Association. Several weeks of each year, he spends on horseback and in sleeping bag on his 6,000 acre New Mexican ranch. No art appreciation, youth guidance or civic improvement activity in his home town escapes his attention.

With all this, George Martin is probably the least publicized industrialist in America. Last year, when the Cleveland Chamber of Commerce wished to bestow on him their coveted Award for Public Service, he was not to be found in the country, having "escaped" on a South American business trip. He never writes a personal letter if he can avoid it, refuses to attend business luncheons or make speeches and spends more time in Pullman-berths and on airplanes than he does at his desk.

Here is his story in his own words:

"I was born George Abraham Martin, November 7, 1865, Montello, Wisconsin; taken to Chicago as a baby and educated in public grammar school and night school. I left grammar school in the seventh grade at age of twelve and got a job in the Union Stock Yards with The Chicago Packing Provision Company which was

then one of the largest, if not the largest, under the control of one E. P. Hutchinson, who seemed to get great enjoyment out of hunting me up every time he came to the Stock Yards, which was weekly or semi-monthly, and discharging me. He was successful in doing it three times during one winter.

"I was successful in getting away from The Chicago Packing Provision Company of my own free will and accord and went with the General Superintendent of that company who had organized a new enterprise in the meat industry. I remained with him all of '78 and '79.

"In 1880, I made a partnership with another fellow in which I bought and shipped some meat specialties (which at that time were wastes of the stock yards) to a partner in New York City, who sold them to hotels. This was one of the toughest and most successful jobs I think I ever had. This was discontinued because the packers discovered the market we had made and the prospects for its development, and finally put us out of business.

"From 1880 to 1887 I was with The Union Brass Manufacturing Company, manufacturers of railway car trimmings - I served in many departments in clerkships, as journeyman, etc., finishing up as shipping and billing clerk.

"1887 to 1891 I spent in the manufacture of paint specialties in Chicago, selling to railway and industrial trade only. Due to a failure to sell one of the railroads, who continued to prefer The Sherwin-Williams Company, I decided to try and sell them and was successful in doing so.

"During this period, I had met Mr. Sherwin and Mr. Williams. The former invited me to join the organization and take charge and control of the Calumet Paint Company at Pullman, the ownership of which at that time was held rather confidential.

"From 1891 to 1897 I managed the Calumet Paint Company as Manager, Salesman, Bookkeeper and Paint Grinder.

"In '98 I was made Manager of the Western Division of the Company at Chicago, which at that time was one of the three divisions of the Company, namely; Cleveland, New York and Chicago, while eleven traveling representatives made up the complete traveling sales organization.

"At that time the condition of the country and the strength, character and quality of the men who represented the house caused the business to progress in leaps and bounds. In three years the traveling sales organization of the Division had gone from eleven men to forty-seven, and the business from a few hundred thousand dollars up into the millions. 'Expansion' was our motto at that time."

Mr. Martin managed the Western District of The Sherwin-Williams Company until 1905 when he was transferred to Cleveland in charge of the Auxiliaries Department, which under his management expanded to include lead, zinc and copper mines, smelters, linseed oil plants, power plants and tin can plants. In 1916 he was appointed by President Walter H. Cottingham to the position of Vice President and General Manager of Manufacturing and five years later he was made Vice President and General Manager of the entire business. In November, 1922, he was elected President of The Sherwin-Williams Company and in 1940, Chairman of the Board.

EARLY DAYS IN THE PAINT INDUSTRY

During the early days in Chicago, Mr. Martin originated the plan for standardizing the colors of paint on all of the equipment of the railroad, a practice which later came into common use and was copied by many industrial concerns. At that time the only paints generally known and used were paste paints, chiefly lead and oil mixed with dry colors and earth colors. These paints had to be mixed by hand by an expert.

Mr. Martin recognized the need for some manufacturer to formulate readily mixed paints, varnishes and enamels for the home owner, these paints to carry the name and trade-mark of the maker as a guarantee of quality and satisfaction.

Mr. Henry A. Sherwin, founder of The Sherwin-Williams Company, was already working on the same theory which intrigued Mr. Martin. As a result of his efforts, a special paint was developed for each purpose.

Mr. Martin recognized that this was not enough. You had to let the trade know who made it, that they could depend on the goods, that the goods were made right, that the Company stood back of them. He recognized further that you had to let the public know about your paints or they would just warn the dealers' shelves. With this in mind Mr. Martin became a pioneer in consumer advertising. He not only worked up merchandising plans for the dealer but prepared color cards, color chips, mailers and other direct mail matter which increased the demand for these Sherwin-Williams paints and became an important factor in the expansion of the business.

At the same time he applied these same principles to the painter materials market so that he not only developed household consumer demand but also built the wholesaler demand.

Henry A. Sherwin, the founder, had worked on the principle, "Put all your eggs in one basket and watch that basket." Mr. Martin went a step further and while he agreed that you could not be famous for everything and should strive to be the biggest in the paint industry, the company should, nevertheless, diversify within the industry and above all, be basic. This meant getting as close to the sources of raw materials as possible, own or control such supplies solely with a view toward safeguarding the quality of the product from the ground up.

He has always believed that the entire paint industry should keep as self-contained as possible and free from foreign dependency. This has stood the industry in good stead in the matters of dyes, chemicals, oils, pigments and other important ingredients used in paint manufacture. World War I taught the paint industry a great lesson when German dyes and colors were cut off. Mr. Martin pioneered in putting his industry into the dye and color business. He was also one of the pioneers in the post-war development of nitro-cellulose lacquers. He has been in the forefront in synthetic resin developments and in keeping his company strongly entrenched in many branches of chemical industries which have a bearing on paint, varnish, lacquer and enamel manufacture.

After this war Mr. Martin feels that, due to the advances of chemical science, there is no limit to where the paint industry can go. For these reasons, Mr. Martin is keenly interested in maintaining a high degree of efficiency in his research and technical organizations and laboratories.

He visualizes a post-war market of prodigious size to satisfy the huge backlog of the painting of homes, buildings, automobiles, trucks, and of manufactured articles and appliances which will again be produced by the millions for civilian use.

He sees a tremendous development and opportunity in the Western Hemisphere and is a strong believer in the idea that the North, Central and South American countries will offer his industry all of the great opportunities that it will need to take its vast production output for many years to come.

In addition to the many large Sherwin-Williams plants in the United States at Chicago, Newark, Detroit, Oakland, Cleveland, Dallas, etc., the company owns and operates large plants in Canada, Cuba and the Argentine and plans to open plants in Mexico and Brazil at an early date.

SHERWIN-WILLIAMS ADVERTISING

In connection with Martin's belief in reaching the consumer through advertising, his company is closely identified with newspaper and outdoor advertising and perhaps more particularly radio advertising. Martin is very enthusiastic about his company's sponsorship of the "Metropolitan Opera Auditions of the Air" radio program which is in its ninth year. As a result of this program, 34 young American singers have been awarded contracts and have made good with the Metropolitan Opera Company.

Martin is also a Dunninger fan as a result of his company's sponsoring of Dunninger's mental feats on the Blue Network Wednesday evenings for Kam-Tone, the miracle wall finish which the company markets through all of its subsidiaries and sells at the rate of over \$25,000,000 worth per year. The latest radio adventure of his company is sponsorship of the Cleveland Indians' baseball games.

SHERWIN-WILLIAMS IN THE WAR EFFORT

Perhaps the most direct Sherwin-Williams contribution to the war effort is its operation for the Government of the huge Illinois Ordnance Works in Southern Illinois. It is engaged in the loading of shells and bombs.

Sherwin-Williams plants throughout the country are engaged in making paints and protective coatings of all kinds for war purposes including the painting of ships, airplanes, tanks and military equipment. Some of the plants are now operating as much as 80% on war work although the company average is well below that figure because of the large demands for protective paints for other property uses and industrial and product finishing coatings which have priority ratings but which are not classed as directly war business.

The company produces zinc chromate primer which has become indispensable for use on ships and airplanes. More airplanes have been primed with Sherwin-Williams zinc chromate primer than any other. Experiments with this material were started ten years ago at the Naval Aircraft Factory in Philadelphia. This primer is expected to open a vast field after the war for the protection of all types of metal surfaces.

The company has supplied sufficient shrimp net coating to treat 20,000,000 nets, each large enough to camouflage a tank or truck. Since June, 1943, over 2,500,000 pounds have been produced. One post-war possibility for this development is for awning finishes.

Strong tri-sodium phosphate cleaners are used in Army barracks. Consequently the company has developed a bunk bed enamel, which will withstand these strong cleaners. Post-war use - an enamel that will withstand commercial as well as household cleaners.

Military pipelines, laid directly over the ground after having been shipped on an open deck, take terrific punishment from the weather. Sherwin-Williams supplies the finish which must stand up. The post-war possibility - metal protective paints for exterior use. Kem-Pol, the vegetable co-polymer synthetic rubber produced by the company, is being produced in ever increasing amounts. It is used in adhesives and calking compounds.

Other products manufactured by the company for war use include chromate gaskets which replace rubber gaskets for ventilators and blowers aboard ships because they are fire and flame resistant, non-warping, rust inhibiting, and last longer; pre-doped airplane fabric and elevated temperature dope finishes; a plastic protective coating for parts which is quickly stripped off; acetanilid from which the sulfa drugs are derived; dibutyl phthalate, basic ingredient in smokeless powder; beta naphthol, a rubber anti-oxidant;

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napthalene acetic acid, used to keep fruit from falling until ready to be picked; and insecticides, chief among which is paris green, well known for its ability to destroy larvae of the malaria-carrying Anopheles mosquito.

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