

December 13, 1949

Mr. Robert J. Joyce
641 So. Clarence Avenue
Oak Park, Illinois

Dear Mr. Joyce:

To prepare a complete mock advertising campaign for Glidden paints would require that you should have a knowledge of the background of the Company and what the entire corporation comprises today. This is primarily what you ask for under Item 1 in your list of questions. To give you this background and a picture of the ramifications of The Glidden Company today, I am attaching to this letter a typed history taken from various historical records that we have on file. If you would like to pursue this further I refer you to the May 1949 issue of FORTUNE Magazine in which a feature story entitled "The House that Joyce Built," gives in a very interesting form the history of The Glidden Company up to the present day.

I assume from your letter that you are only interested in formulating a mock campaign for the paint end of The Glidden Company and with that in mind, from here on the comments will be upon the operation of the Paint Division of The Glidden Company and its advertising.

Answering Item 2 in your list, the scope of the present paint business includes the manufacturing and marketing of all types of protective coatings or finishes as they are more commonly known. These finishes are manufactured and marketed under two general categories—1. Industrial Finishes, for manufacturers of consumer goods items that require some type of paint finish; 2. The second general group, Trade Sales Finishes, are those products which are sold through paint departments in retail stores for consumer consumption and are generally used somewhere in, on or about houses and buildings where decorative and protective finishes are needed.

To give you an idea of the number and kind of the major products produced in the Trade Sales Finishes line of Glidden paints, I am attaching one of our booklets entitled Painting Specifications. This booklet does not list all of the products The Glidden Company makes but does list the most popular products that are used in the greatest quantity by the average householder or property owner. This particular Painting Specification booklet is prepared for the

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use of architects and builders in writing specifications for paint requirements on new construction, large remodeling projects, etc.

We are not able to furnish you with a list of Industrial Finishes. These products are almost all special formulations developed for the particular needs of the user. Glidden Industrial Finishes are made for manufacturers of Appliances, Heating Equipment, Automobiles, Airplanes, Locomotives, Freight Cars and all types of Transportation, Furniture, Office Equipment, Wire, Cans, Household Equipment, Housewares, etc. You can readily see that a list of products of this type would be almost endless.

Our various paint products are manufactured in factories located throughout the United States in the following cities: Cleveland, Ohio; Minneapolis, Minnesota; San Francisco, California; Reading, Pennsylvania; New Orleans, Louisiana, St. Louis, Missouri; two plants in Chicago, Illinois, and one additional plant in Toronto, Canada. All of these factories manufacture both industrial and trade sales finishes and are so located to give extremely rapid service to almost all of our customers.

For Item 3 on your list, we can release no sales information or figures regarding volume. We can tell you, however, that the Paint Division of The Glidden Company is one of the largest producers of paints, enamels and lacquers in the United States and that our sales run in the millions and have shown a steady growth year after year since the modern Glidden Company was organized.

Competition in the paint field is very keen and for a company to keep ahead it is necessary that new and better products be developed right along. It is not enough to try to match the good products other companies are making if a company wants to grow and prosper. The Paint Division of the Glidden Company is fortunate in being able to use to advantage much of the research done by other divisions of the Company. For instance, the research that is being conducted constantly by our Chemical & Pigment Division; Euston Lead Division; Metals Refining Division; Naval Stores Division; Soya Products Division and Vegetable Oil Division has contributed time after time to innovations and product improvement in the Paint Division which otherwise might not have been accomplished or would have been delayed. All of this research enterrelated and tied together has enabled us to produce outstanding paint products. One of these is Spred SATIN which has been on the market for almost a year, and is still alone in the field without competition. Spred SATIN is outstanding because it employs emulsified synthetic rubber as a base which gives it properties of color retention, durability, washability, fast-drying and non-odor no other paint can match.

Under Item 4, we can state that the Company has many firsts to its credit in the advertising field although generally its attitude toward advertising would probably be considered conservative. It is interesting to note that in 1898 The Glidden Company ran the first four-page four-color ad ever to appear in a national magazine! This ran in the old Pictorial Review and advertised Japalac which at that time was one of the most sensational paint

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product that had ever been developed. Only recently, last September to be exact, we ran one of the largest paint ads that ever appeared which was a two-page spread in LIFE Magazine and which according to readership surveys was read by approximately 28,000,000 people. The Glidden Company also developed the style of "Room set" illustrations which has now been adopted in some form or another by many other paint companies. This type of illustration has for year after year shown consistently the highest readership of all paint advertising according to Starch evaluation.

It is difficult to credit paint-sales results directly to national advertising because the consumer does not respond as readily to paint advertising as he or she would to advertising of other types of consumer goods since the average householder does not have need for paint every month or even every year. Frankly, reduced prices are not too much of an incentive because people do not buy ahead for their painting needs but usually buy their paint when they need it. As a result of this observation the important thing for paint advertisers to do is to create acceptance nationally for their brand so when people do need paint they will ask for the advertised brand. That is why it is so important for the dealer to identify himself at the point-of-sale with the national brand of paint he carries. These reasons have prompted us to do the type of advertising that we have been doing and will probably continue to do and while this analysis is given under your Item 4, it also answers some of the questions you pose in your Item 5.

For many years through the services of its color research laboratory and color decorating studio, both of which are the largest in the paint industry, The Glidden Company has attempted through its advertising to create a desire for improvement through the use of paint and color. We have tried to inspire the householder to want to use color differently and properly in his home so he would get a "lift" from color through brighter and more enjoyable surroundings. Closely related to this is light reflection and room exposure which must be considered when color is to be used properly. This has required on our part a considerable educational program at great expense to our dealers so they would have the right information and would be able to give it properly to their customers. In our advertising we only hope to inspire the consumer slightly or at least to the point where he will seek our franchised dealers to secure more information about our colors.

In our room set illustrations we try not to show just varied uses of color but we try to incorporate ideas in the construction of the rooms so in addition to painting, the consumer will be inspired to make his rooms more functional which will also help to improve his living. These are the appeals used in advertising trade sales items for interior painting. Interior painting offers a wider market than exterior painting because of the vastly greater paintable surface area on the inside of a house than on the outside. In advertising exterior products we stick to the general theme employed by most paint companies of protection against the elements.

This analysis covers our advertising appeals for trade sales items to the consumer and while we are talking about advertising appeals we must now

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consider the appeals used in advertising industrial finishes to that market. In advertising industrial finishes we generally stress our technical service and our color research so we can impress the manufacturer who has use for product finishes that we are equipped to formulate special finishes for his needs and to offer to him finishing schedules that will step up production and lower cost through the elimination of rejects. We appeal to him also through the color research we have to offer which specializes in the formulation of colors to give consumer goods products the greatest sales appeal possible.

To the industrial market we cannot talk product so much as we can technical service and color research since one manufacturer is not necessarily interested in the products that another manufacturer uses and in nearly all cases the products are specially made for each manufacturer to suit his system of application.

There is another broad field of paint users which affect both the industrial and trade sales departments of our Paint Division and that is the maintenance paint field. The maintenance paint field is generally considered to consist of the painting of factories, office buildings, apartments, schools, hospitals, hotels, institutions, public buildings, retail stores and offices. The maintenance of this property is very important and special appeals are generally used in trying to reach this market. Of course the greatest appeal is that of protecting property value and the fact that the proper use of paint will reduce repairs and replacement.

Lately a new appeal has crept into the maintenance field and that is "Sight Saving." Most factories and manufacturing plants are not satisfied just to keep their properties in good condition through painting but now want to improve seeing conditions for employees so as to step up efficiency. Through proper color selection in factories and manufacturing plants a great savings can be made in the cost of illumination since colors can be selected to give maximum light reflection. The maintenance market also offers us the possibility of selling sight-saving finishes for machines and equipment. Through the proper use of color on machines and equipment, operations can be speeded up and accidents reduced because the operators of the machines can rely on color codes now employed for identifying various working parts of the machine. This same sight-saving program with color code identification is carried on throughout many plants through pipe and conduit identification colors and the marking of various hazards so employees will be guided safely through the working day. It is more than just sight-saving now, it is really industrial safety.

Item 6 is covered generally in the Painting Specification Book which is attached since under this item you are asking for a description of the product.

In answer to Item 7, trade sales paints are sold through retail outlets consisting of paint and wallpaper stores, hardware stores, lumber companies, building supply outlets, department stores and variety stores. This group of retailers comprises the greatest number of retail paint outlets. Of course paint is sometimes sold, too in other outlets such as drug stores, grocery stores, automotive supply houses, furniture stores, etc. Most all paint companies sell their trade sales products through these various retailers either direct or through jobbers. The Glidden Company has a protected terri-

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tory franchise for their dealers. When a Glidden dealer takes on the Glidden line of products, no other Glidden dealer will be opened up within the first dealers particular trading area so long as the first dealer continues to actively promote Glidden paints at his local point of sale.

The retailers are encouraged to seek out the large maintenance users of paint in their territory in order to build their volume and they are furnished with sales helps to help them reach the maintenance market. They are also provided with material and promotional helps to reach the painting contractors in their community since the contractor is very influential with the consumer in selecting a brand of paint.

The industrial finishes are sold direct to the user.

Your last three items may be considered together since they are so closely related. Naturally we select the media (thinking of national magazines farm papers, trade papers and newspapers) whose circulation delivers the most good readers at a low cost per thousand in the market we want to cover. To select these publications we must analyze them from every angle and compare competing publications to see which delivers the most for the money.

We generally use one or two national weeklies to reach the broad mass consumer market. We use publications in the shelter group of magazines and one Women's service book.

These broad general publications are augmented with some regional publications and metropolitan newspapers and supplements to get more consumer interest at the local level.

The paint season usually breaks in March, peaks in May and diminishes in June with a short fall season in September and October. This seasonal trend applies to almost all paints and is a "traditional habit". Now with the advent of Glidden Spred SATIN which makes winter painting practical, we will seriously consider doing a round-the-year job of advertising.

In the industrial field we generally use vertical trade papers to cover those users we want to cultivate and sell.

In addition to publications we use highway bulletins at strategic points around large cities where we have excellent distribution. Radio is an enigma with us and more so now since TV has made its inroads on the listening audiences. Our distribution is not wide enough to employ "name" radio shows on networks, yet these shows are so attractive to radio listeners that we hesitate to use local station shows in competition or at other hours.

Our copy policy is one of truth and facts. We try to give the consumer an inspirational idea for using paint and color in the best way possible; some idea for improving the home, making it more beautiful, cleaner, healthier and safer. This also applies to any of our paint advertising for maintenance or industrial products.

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We sincerely hope this material will be of benefit to you and apologize for the delay in getting it to you.

Very truly yours,

THE GLIDDEN COMPANY

T. H. TURNEY
Advertising Manager

THT:k

Attachments (3)



CITY Cleveland 2, Ohio

DATE November 23, 1949 FOR Mr. Dwight P. Joyce

SUBJECT MEMO

ANSWERING LETTER OF

I received the attached letter from a Mr. Robert J. Joyce of Oak Park, Illinois in which he asked for considerable information about The Glidden Company and its advertising setup. We usually answer these letters from students with general information, but knowing that one of your sons is studying advertising I thought perhaps this might have some family connection and you would want to let me know how much information I should divulge.

We give these students the history of the Company and present plant facilities and the general idea of the type of advertising we do in attempting to reach the markets we want to cover. We do not divulge sales records or budgets. I am acknowledging this letter stating that we will furnish some information in a few days. In the meantime I would appreciate your comments.

T. H. TURNEY

THT:K
Attachment

N 4064.01

GLD32133

Oak Park, Illinois

November 19, 1949

The Glidden Company
Cleveland 2,
Ohio

Gentlemen:

Attention: Advertising Manager

As a student of advertising I have been asked to prepare a complete mock advertising campaign for a large manufacturing company and have chosen "GLIDDEN PAINTS", as my project to be developed.

In developing this campaign I should like to stress the following points:

1. History of the company.
2. Scope of present business, products, number and location of plants.
3. Analysis of sales records of the last few years.
4. Attitude of company toward advertising.
5. Analysis of previous advertising; purpose and appeals used.
6. Description of the product and its important characteristics.
7. Diagram and description of distributive outlets.
8. Development of the advertising budget.
9. Analysis, selection and cost of media employed.
10. Time schedule for media releases.
11. Copy policy.

Any information and material, or recommendations will be sincerely appreciated.

Respectfully yours,

Robert J. Joyce
641 So. Clarence Ave.
Oak Park, Illinois

N 4064.02

GL032135

November 28, 1949

Mr. Robert J. Joyce
641 So. Clarence Avenue
Oak Park, Illinois

Dear Mr. Joyce:

We have your letter of November 19th, in which you ask us for information to help you prepare a mock advertising campaign.

We are getting this material together at this time and will be able to send it to you in a few days. We shall try to cover all of the points outlined in your letter.

Very truly yours,

THE GLIDDEN COMPANY

T. H. TURNER
Advertising Manager

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N 4064.03

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THE GLIDDEN COMPANY

From the very beginning of its existence, The Glidden Company has been characterized by foresight. When Francis H. Glidden, in 1870, began manufacturing varnish in a small plant in Cleveland, Ohio, he must have had plans for future expansion and growth. But even he, in his wildest dreams, could not have foreseen the day when the Company bearing his name would become one of the world's largest manufacturers of paint products, as well as a major producer of food products, soya bean products and pigments.

The first years of the Company's existence were typical of other small business enterprises. An expanding market led Mr. Glidden into forming a partnership with William Joy, and the firm became known as The Glidden and Joy Varnish Company. Several years later, in 1883, to be exact, the three sons of Mr. Glidden were brought into the business, and the firm became known as The Glidden Varnish Company.

That name was retained until 1917, when Mr. Adrian D. Joyce headed a syndicate which purchased The Glidden Varnish Company, in its entirety.

Less than three years later the new organization sprang into national prominence through the consolidation of sixteen paint and varnish companies under the name of The Glidden Company. Included in the new consolidation were plants and marketing facilities in Canada, California, Texas, Massachusetts, Pennsylvania, Missouri and Louisiana.

It was this consolidation that first led the Company into the wide diversification of products for which Glidden is known. In addition to the original line of paints and varnishes, the Company now branched out as a manufacturer of arsenical poisons, insecticides, dry colors, chemicals and linseed oil.

Mr. Joyce and his associates realized from the outset that certain essential raw materials could be manufactured far more cheaply than they could be purchased, and that control of these raw materials would give greater strength and independence to the Company. They saw that this would give them plants and equipment which could in turn be utilized to make other products and would tend to broaden the scope of their market. It was this policy that led Glidden into such seemingly unrelated fields as paints, foods and chemicals. Yet, surprisingly, each step led logically to the next one; each product to its successor.

The story of Glidden and linseed oil graphically illustrates the policy of Mr. Joyce and his associates, and will explain the connection between such unrelated articles as paint products and food products.

Linseed oil is an important raw material in the manufacture of paint and varnish. In the consolidation of December 31, 1919, The Glidden Company acquired a linseed oil plant located in St. Louis. The flaxseed, from which the oil is made, came up the Mississippi by barge. But the crushing season lasted only six months, and the plant was idle for the rest of the year. The question arose: "How keep the factory and machinery busy for the entire twelve months?"

The answer came from the islands of the southern Pacific Ocean in the form of copra, the dried meat of the cocoanut. This could be crushed into a vegetable oil with the same machinery used in extracting linseed oil from flaxseed. Experimentation showed that this vegetable oil could be further refined and made edible—and the paint company had entered the food business.

N 4064.04

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To carry out the refining process, the Company bought an abandoned brewery with all of its equipment, and the cocoanut oil became margarine, hard butter, biscuit coatings and kindred products which were widely sold to bakeries.

Margarine plants were then purchased in Wisconsin, Illinois, Ohio and on the Pacific Coast for the purpose of supplying western and central states. The eastern territory was still unprovided for, so the plant and facilities of E. R. Durkee and Company, at Elmhurst, L. I. were next acquired. This company long a Glidden customer in a limited way, had just completed a modern \$1,400,000 plant which was being used to only a quarter of its capacity.

Again Glidden stepped into the market, and this time came out with The Dunham Company, and its old and well established national trade in shred cocoanut and other packaged goods. The whole food business was then consolidated under the name of Durkee's Famous Foods, Inc., thus perpetuating the Durkee brand name.

At this point foods and paint and chemicals meshed together. Having wide grocery outlets, Glidden began manufacturing powdered blueing, Paris green and other insecticides which were marketed with the edible products.

As an outgrowth of Glidden interest in vegetable oil processing and food manufacture, attention was drawn to the soya bean as a source of food oils and oils for use in paint. After a thorough investigation of the possibilities, The Glidden Company, in 1934, constructed a plant in Chicago to extract soya bean oil. In a short time, in addition to oil, this plant was producing soya bean flour, soya bean proteins used in the manufacture of plastics, paper coatings, water thinned paint, and lecithin, important in the paint, wood preserving, rubber, candy, baking and margarine industries. The Glidden soya bean processing plant is the largest of its kind in the country.

This, briefly, is the story of the transition from paint to food. The story from paint to chemicals, pigments and lead is another and more complex chapter.

As has been pointed out, linseed oil is important in the manufacture of paints. Pigments are equally important; and in order to control its pigments, Glidden purchased a chemical plant. This gave the Company its first contact with the printing business, for colored pigments are also used in inks.

White lead came with the purchase of The Euston Lead Company, at Scranton, Pennsylvania, and red lead with the purchase of The Metals Refining Company, Hammond, Indiana. These purchases started another seemingly endless chain of new products.

One of the by-products of red lead manufacture is litharge, a lead oxide used extensively by rubber manufacturers, varnish makers and others. Two other by-products, type metal and babbit, took the Company again into the print shop and to the automobile manufacturer. Battery metal joined other Glidden products, suggested by the large number of worn-out battery plates which came to the plant with other lead scrap.

In the scrap was found copper wire, tin and zinc. The copper was recovered and turned into copper powder. The tin was utilized, and the zinc also found its way into powder and metal. This experience with metals led to the purchase of zinc and lead mines in California. Transportation was needed to carry the minerals to a main line railroad, so the Sacramento Valley and Eastern Railroad was bought, and Mr. Joyce became a railroad president.

In addition to zinc and lead the mines produced small quantities of gold and silver. Smelters were built to recover these precious metals. The zinc became zinc oxide, used in paint and rubber. The crude lead residues went to lead plants. Some of the zinc found its way into lithopone, another important pigment. Since barium was required to make this product, Glidden next bought barytes properties in California, and started to produce barium sulphide and bleached barium.

And so the story goes, with new uses and new products constantly flowing from the numerous Glidden research laboratories.

The diversified development of the Company has naturally brought about a realignment of Glidden business. Paint and varnish production now comprises 33% of the total volume; food products 31%; chemicals and pigments 16%; and soya products 20%.

With general headquarters in Cleveland, the Company today operates paint factories in Cleveland, Reading, Chicago, St. Louis, New Orleans, San Francisco, Los Angeles, Minneapolis and Toronto; food factories in Elmhurst, Berkeley, Chicago, Louisville, and Norwalk; a soya plant in Chicago; pigment factories in Collinsville, Oakland, Baltimore, Scranton and St. Helena; a feed mill in Indianapolis and Pascagoula; naval stores plants in Jacksonville and Valdosta; and warehouses and paint stores in principal cities from coast to coast.

In all of its numerous branches, manufacturing plants and distribution points one outstanding characteristic is found among the members of the Glidden organization. Everywhere exists full and eager cooperation to help make The Glidden Company constantly and consistently greater. Men who have worked with the Company or its subsidiaries for many years—the Pioneers—and newer men who have but recently become acquainted with the traditions of the Company—all are pulling together.