MINUTES OF MEETING OF THE
EXECUTIVE COMMITTEE
OF THE GLIDDEN COMPANY

Minutes of the meeting of the Executive Committee of The Glidden Company, held at the office of the Company, 1396 Union Commerce Building, Cleveland, Ohio, on Tuesday, December 12, 1950, at 2:30 o'clock P.M.

The following members of the Committee were present:

Adrian D. Joyce
Dwight P. Joyce
Clifton N. Kolb
P. E. Sprague
J. A. Peters

Messrs. H. S. Cooper, E. T. Morris, Paul Neidhardt and Marshall Taylor of Meldrum & Fewsmith and Messrs. R. D. Simpson and T. H. Turney were also present at the meeting.

Mr. Adrian D. Joyce, Chairman, presided and Mr. R. D. Horner recorded the minutes.

Mr. Simpson, National Trade Sales Manager, outlined the Paint Division's advertising plans for the first eight months of the Company's 1951 fiscal year. He stated briefly the reasons why he believed the Committee should approve the basic advertising budget presented by Meldrum & Fewsmith, the Division's advertising agency. He pointed out that many meetings and conferences between Company and Agency personnel, as well as constant contact with the Company's Regional Directors, field representatives, department stores and large trade sales accounts, had indicated that the budget under consideration was definitely needed by the Paint Division. The budget, he said, was needed, not only to maintain the position of leadership in the paint and varnish industry which the Company had achieved through large advertising investments over a period of many years, but to support the Division's recent sharply increased distribution. The program, he said, would serve to promote increased sales of other paint products should Spred Satin supplies continue

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short of demand and would, also, stimulate further sales and promotion efforts by the Division's dealers and sales personnel. He recounted gains made by the Paint Division during the fiscal year ending October 31, 1950, during which time the Company had enlisted approximately 4,000 new Spred Satin dealers, to bring its total to 12,348. A gain of 719 full Glidden line agents had increased the number of such agents to a new high of 6,460, he reported.

Sales of water-thinned emulsion paints, he told the Committee, had increased 92% during the past year. Total trade sales, he said, were 27% above the preceding year as compared with an over-all industry increase of approximately 15%.

An impartial survey conducted by the Robinson Opinion Counsel, said Mr. Simpson, had rated the Company first in the paint industry in effectiveness of its advertising. Approval of the proposed budget, said Mr. Simpson, was necessary to keep the Gliddenname alive in the minds of millions of consumers who during the past year had become highly conscious of the Company's paint products.

Careful control of the basic budget was promised by Mr. Simpson, who told the Committee that approval of the basic budget at this time did not mean that all of the money called for by the budget would be expended. During the past year, he recalled, the Division had a budget of $440,408 for the first eight months which it was able to control to the extent of keeping total expenditures down to $291,746. Monthly checks, he said, would be made to make sure that only such advertisements were released as were warranted by stocks of goods available. Changes would be made from time to time, he said, to feature those products which would be in strong supply.

Mr. Cooper, on behalf of Meldrum & Fewsmith, presented the agency's proposal for advertising expenditures for the first eight months of the fiscal year ending June 30, 1951. The presentation, entitled "Planning for Progress in the Face of Emergency", had as its specific objectives keeping the Spred Satin name alive, expanding sales of the Company's other paint and varnish products and impressing the name "Glidden" further in the public's consciousness. Magazines, said Mr. Cooper, afforded the Company the lowest cost advertising media per thousand homes reached and possessed the additional advantage of permitting selective concentration. The magazines which had been selected, he explained, were chosen on the basis of cost and the job to be done. Primary media selected, he said, were the Saturday Evening Post and Life magazine, which would be strengthened by two "home service" magazines, Better Homes and Gardens and Good Housekeeping. Two sectional magazines, Sunset (Western states) and Holland's Magazine (South) and two national farm magazines, Country Gentleman and The Progressive Farmer, would round out the program.

Presently contemplated advertising, he stated, would feature Spred Satin Decorator Colors, if this product could be made available to the public in satisfactory volume. Should increased production of Spred Satin be made possible, a more aggressive Spred Satin campaign could be launched, he promised, on one month's notice. In the event that the raw material situation depleted Spred Satin supplies, the agency pointed out that it could further de-emphasize Spred Satin and promote instead those products which were available for sale by the Company.

After careful consideration and upon motion duly made and seconded, the following budget for the first eight months of the 1951 fiscal year, totaling $1,181,869, was unanimously approved by the Committee:

National Space	$ 298,585.
Other National Advertising	124,581.
National Service	66,933.
Local Advertising	691,770.
	$ 1,181,869.

Concurrent with the foregoing approval were recommendations by the President that the Company watch cancellation dates closely to make certain that adequate raw material supplies were available to produce advertised products and

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that frequent checks be made as to available cans and packages. Within permissible limits, every opportunity should be taken, he said, to increase the Company's stocks of packaging supplies.

There being no further business to come before the Committee, the meeting was upon motion duly made, seconded and unanimously carried, adjourned.