

SUCCESS IN A LITTLE BLUE JAR

Wednesday Oct. 24 - 1962

By DON WALL

PART II

This is the second part of a two-part story about the Noxzema Corporation, and Fifth in a series of Articles about local business firms that have branched out nationally.

The Noxzema Company found success on the New York market and from there branched out to Chicago and the Midwest. This expansion took place three years after the company decided to distribute its product nationally. The profitable business brought in by this expansion further advanced the company's program to the South and Pacific Coast and finally to the Prairies and Rocky Mountain States.



G. L. Bunting,
Present Head of
Company

The growing-up period can be credited to a very comprehensive sales and advertising program which was highlighted in the fall of 1938 with the company's first national network radio program, the original "Professor Quiz."

Prior to World War II, the sales efforts of the company showed an increase of over \$3 million annually.

When the nation became immersed in the drama of war, the sales and advertising of Noxzema took on less importance as production and the procurement of raw materials became the primary problem.

Dr. Bauer Assisted

Dr. John C. Bauer, long-time associate of Dr. Bunting and a guiding figure in the development of the business, assisted the company's ability to meet civilian demands with its limited facilities, and still produce more than 63 million jars of Noxzema for men in the Armed Forces.

A branch facility opened in Canada during the depth of the depression was by no means having its growth stunted due to war and by 1948 had grown in sales volume to \$700,000. The annual report of 1956 showed that the total combined volume of the American and Canadian operations was \$9,307,314 annually.

In 1949, an ultra-modern three-story building on Falls Cliff road was constructed, and the original building next to it was completely renovated. Due to increased sales and a constantly expanding line of medicated products, further expansion was needed and in 1952

additional floor space was added to the new plant built in 1949.

In June of 1961, an 85,000 before the product known as Noxzema ever materialized.

The original \$100 investment by friends of Dr. Bunting in the beginning is today worth over \$3,000 in dividends and capital gains.

Truly, success of Dr. Bunting's special cream that "knocked a customer's eczema" is one of the most square-foot warehouse was occupied at Cockeysville, Maryland. It has been described as the most modern structure for storage and handling of creams and cosmetics in the nation.

The warehouse was the first in the Middle Atlantic area to be constructed so when future expansion is thought necessary all the walls of the building can be dismantled in minutes. A volume of annual income today is reported high over \$25 million.

The present income figure far surpasses the dream of Dr. Bunting during his experiments with blending menthol, camphor, clove and eucalyptus oils in an old coffee pot.



New Plant Now Overlooking Jon Falls Expressway

aggressive and exciting success stories familiar to the Baltimore scene.

The true success is more than apparent in the annual profits as millions of satisfied customers increase with each new year.

Next: "Mr. Boh's Famous Brew" a history of the National Brew Co. of Baltimore.

U. S. Treasury

Washington, Oct. 23 (UPI) — Treasury accounts for the current fiscal year to a year ago:

This Year

Withdrawals	\$ 36,204,134
Deposits	 29,748,987
Cash Balance	... 8,210,818
Public Debt	 302,558,748
Gold	 16,066,785

Internal Revenue collections on

Bunting. The series of events which brought the man to Baltimore began 62 years ago.

Young George Avery Bunting, a native of Bishopville, in Worcester county, had graduated from Washington College in 1891, taught school for a few years and then decided upon a career in pharmacy. He had gone carefully through the catalogues of the Philadelphia College of Pharmacy and the University of Maryland pharmaceutical school in Baltimore, and couldn't decide where to enroll.

Made Money On Deal

The decision was made for him. The transportation to both Philadelphia and Baltimore cost \$5. Then Bunting heard of special excursions which had been set up to enable Eastern Shoremen and others to get into Baltimore to watch the playoffs in the hot pennant race between the Orioles and Boston. The special excursion round-trip rate from Worcester county was \$1.50. So Bunting came to Baltimore and the University of Maryland College of Pharmacy. The next day he sold the return half of his ticket to a homeward bound fellow countyman for \$2.50.

Dr. Bunting was graduated (as valedictorian) from the pharmaceutical school in 1899 and was made manager of a drug store at 6 West North avenue, where previously he had held a spare-time job as errand boy. Later he borrowed enough money to make a down payment on the purchase of the establishment.

Gave Away Samples

It was in this small drug store that Dr. Bunting began experimenting with the then new "vanishing" creams and that he got the inspiration to combine various soothing agents with a greaseless cream for an effective sunburn treatment.

He originated the formula in 1914, then pushed his product constantly, mostly in the form of small samples which he kept available for all who came into the drug store. It went well with sunburn sufferers. Persons suffering with various other skin discomforts tried it and reported it successful.

Once a gloved customer came in and ordered ten kinds of herbs with which he intended to make a tea for the treatment of a bad case of eczema he had on his hands. He had to wait a day for the pharmacist to assemble the herbs, and in the meantime he



DR. GEORGE A. BUNTING

took a sample jar of the soothing cream. He came back the next day, ungloved. He wouldn't need the herbs after all, he said, but would like another jar of the cream which, he said, "... sure knocks eczema." Dr. Bunting had found not only another enthusiastic consumer, but also a trade name for his product.

Tested By Doctors

After that, Dr. Bunting asked physicians to try his

were walking on Noxzema and nurses were keeping their hands and complexion healthy with it. An Ocean City barber began shaving sunburned customers with the preparation, and thus spread its use as a shaving aid.

Dr. Bunting formed a corporation in 1917, and by 1925 it could be termed a successful local business, with the amount of its annual sales totaling around \$100,000. The product went national after that, beginning in New York, moving west to Chicago, covering the Midwest and finally the South, the prairie and Rocky Mountain states, and eventually the Pacific Coast. The original "Professor Quiz" radio program in 1938 helped to advertise the product nationally. Later it sponsored "Quiz of Two Cities," Lionel

business in 1937, totaling nearly \$10,000,000, a figure which it had already passed comfortably at the end of August in 1958. Its budget for 1959 is promulgated on a \$14,000,000 gross.

Dr. Bunting stepped down from presidency of the company in 1949, and the post is

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The Noxzema Story

NORBERT A. WITT

MEMBER OF THE NEWCOMEN SOCIETY

PRESIDENT

NOXELL CORPORATION

BALTIMORE

MARYLAND



1917 to 1987 = 70 yrs N. Chem Co.

1920 to 1990 = 70 yrs 1st No. Factory

* 1967 / Changed Corp. Name from Noxzema to Noxell

THE NEWCOMEN SOCIETY IN NORTH AMERICA
NEW YORK DOWNINGTOWN PRINCETON PORTLAND

1967

"We have come a long way from Dr. Bunting's coffee pot to our 300 per minute production lines; from his small drugstore at 6 West North Avenue to our own industrial park; from NOXZEMA to NOXELL.

"But I think it no overstatement to say we have only just begun."

—NORBERT A. WITT

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This Newcomen Address, dealing with the history of the Noxell Corporation, was delivered at the "1967 Baltimore Dinner" of The Newcomen Society in North America, held at Baltimore, Maryland, on March 29, 1967. Mr. Robert D. H. Harvey, Chairman of the Board of the Maryland National Bank, was the host at a pre-dinner reception to meet Mr. G. Lloyd Bunting and Mr. Norbert A. Witt, the guests of honor. Mr. Witt, the speaker, was introduced by Mr. Tilton H. Dobbin, President of the Maryland National Bank. The dinner was presided over by Mr. W. Arthur Grotz, President, Western Maryland Railway Company, Chairman of the Baltimore Committee in American Newcomen.



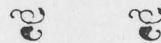
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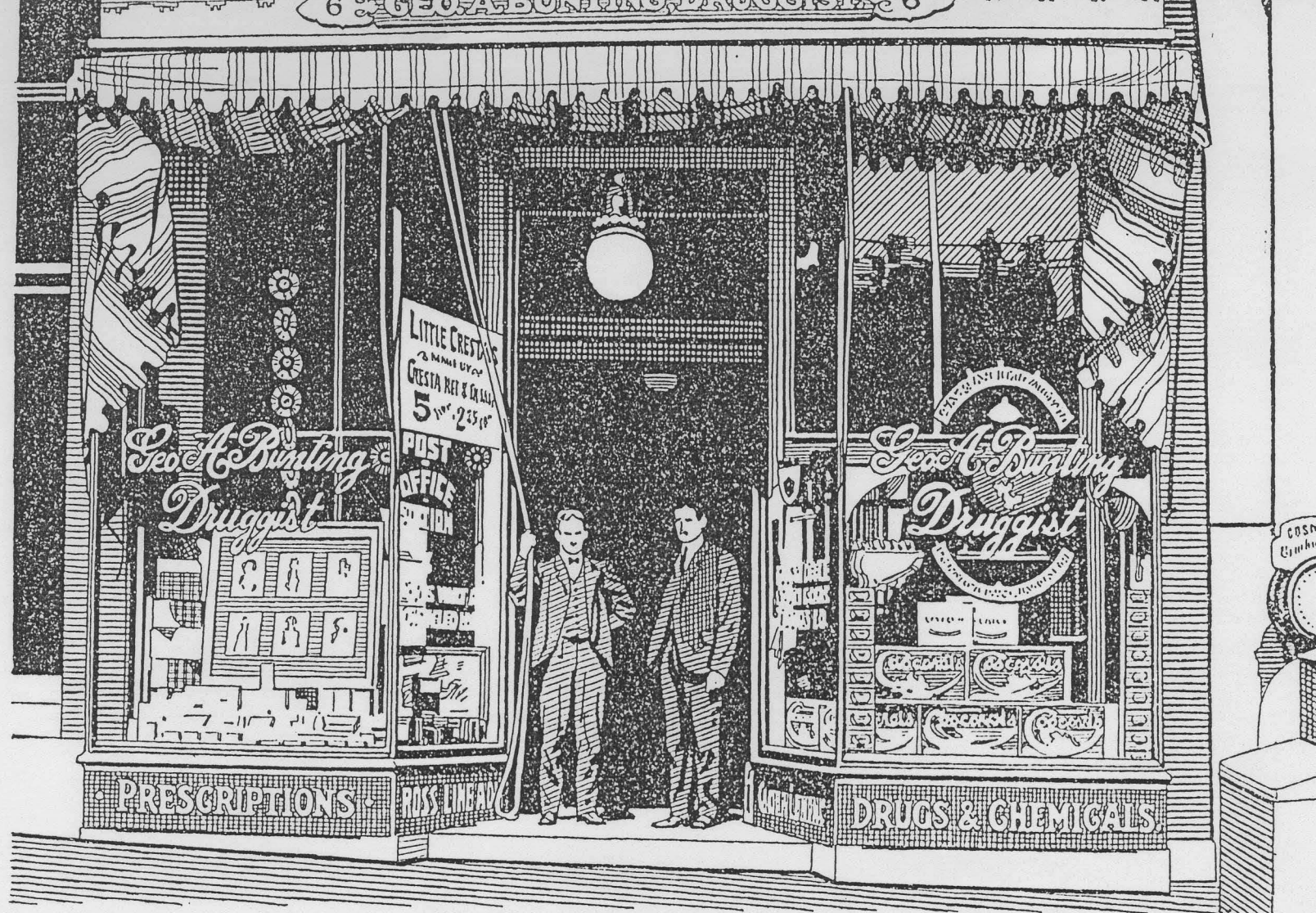
MAY - 4 1967

THE NOXZEMA STORY

An Address at Baltimore

American Newcomen, through the years has honored numerous corporate enterprises of distinction in many paths of endeavor. At the same time have been honored those pioneer leaders and those who followed whose vision, determination and resourcefulness erected those enterprises and carried them forward. Such a Newcomen manuscript is this, celebrating the 50th Anniversary of an internationally-known organization of foremost importance in its industry.





Dr. Bunting's Drugstore at 6 West North Avenue in Baltimore in 1914

INTRODUCTION OF MR. WITT AT BALTIMORE, ON MARCH 29, 1967, BY MR. TILTON H. DOBBIN, PRESIDENT OF THE MARYLAND NATIONAL BANK, MEMBER OF THE BALTIMORE COMMITTEE IN THE NEWCOMEN SOCIETY IN NORTH AMERICA.

My fellow members of Newcomen:

THE purpose of our Society is to lift the sights of those engaged in the art of American free enterprise to the highest and best examples of that art. Our purpose in being here tonight is to draw down from such an example the lessons of quality and the techniques of leadership so that we may hopefully reapply them to the continuing betterment of the free enterprise system.

We in The Newcomen Society have always recognized that progressive strides in the private enterprise system do not arise so much from the system itself as from the human personalities which nourish it. After all, corporations are made up of and led by people. It is, therefore, the genius of the individual which, having devised the system in the first place, contributes to its on-going refinement and vitality as the cornerstone of the way of life we Americans have come to know.

And so, in paying tribute to the Noxell Corporation, it is not only appropriate but essential to the fulfillment of our purpose that we consider the personality of the individual whose efforts have led his company to this day and this occasion.

Norbert A. Witt is President of the Noxell Corporation, but he says of himself simply: "I'm a salesman." And, of course, he is, for his career includes 38 years of experience in marketing drug and grocery products; first with Procter & Gamble and then with Lever Brothers. In 1955, he became associated with what was then the Noxzema Chemical Company, as Vice President in Charge of Sales. By 1960, he had been elected Executive Vice President and a Member of the Board of Directors.

The history of the Noxell Corporation, with which we will be acquainted tonight, draws no reference to the particular accom-

plishments of Norbert Witt. But I think you will agree that, implicit in this tale of dramatic corporate growth is the parallel of his own career, which is the reason why he was named President of Noxell in 1963.

In 1965, he was the recipient of the Distinguished Marketing Man Award given by the Baltimore Chapter of the American Marketing Association. Certainly, Norbert Witt *IS* a salesman; and to all of his associates and everyone he meets, he is the personification of the growing, changing, imaginative company he heads. But his self-description is deceptively simple, for his talents in other areas have made him a first-rate executive. He has developed a consummate knowledge of every phase of his company's operations: from the basics of manufacturing, to the creative world of advertising and to the complex atmosphere of present-day finance.

While his presence is felt in every reach of the Noxell Corporation, his energies have involved him in still other directions. He is a member of the Board of Directors of the Chamber of Commerce of Metropolitan Baltimore and the National Association of Manufacturers. For the last several years, Norbert Witt has been a Director of the Maryland National Bank and it is in this capacity that I have come to know and appreciate his genius for marketing. His advice and counsel in how to market even the intangible services of the commercial bank have been invaluable. We have seen that an imagination such as his which produces a "Cover Girl" orientation really Noxell out of the competition.

It is my very great pleasure to present to you your honored guest, NORBERT A. WITT, President of the Noxell Corporation.

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My fellow members of Newcomen:

I AM deeply appreciative of the opportunity you give me tonight to recount for you the story of a company which, I believe, typifies the philosophy of economic progress The Newcomen Society seeks to perpetuate. Very often in recent years our ears have been buffeted by those who belittle the time-tested elements of the American free enterprise system which have produced so much for so many segments of our Society. We have been told on many occasions that incentive and risk and business ingenuity are not what they were once cracked up to be.

On the other hand, those who have little faith in our system have said that opportunity no longer exists in our modern and complex society. We have been told that the opportunities our fathers and grandfathers had are being denied to us.

I hope in this brief recitation of the history of Noxzema and the Noxell Corporation to be able to demonstrate that, even in our changing society, the basic principles of the free enterprise system are more valid than ever. In my talk this evening, I hope to demonstrate the validity of an idea—the validity of a program—the validity of a plan. And the rewards which can accrue to our economy, our job holders, our shareholders, and to management.

My assignment tonight is to review the history of the Noxell Corporation, and to tell the story of Noxzema.

When I first contemplated this assignment I was concerned that it may be immodest for an officer of a corporation to tell this story, but then I was reminded of a line from Homer's Odyssey, "An honest business never blush to tell" and realized once more the need for all of us to tell the story of honest business so that business will continue to be a major factor in our national way of life.

The history of the Noxell Corporation—perhaps still better known to you and the world as The Noxzema Chemical Company—is 50 years long this year, and so it gives me special pleasure to recite for this distinguished audience, including many "old Baltimoreans," some of the significant events in the life of this Baltimore enterprise

In 1914 when the product we know as "Noxzema" was first developed, the Mayor of Baltimore was The Honorable James H. Preston and Baltimore then, as now, was on the verge of a period of great growth and change. The Bethlehem Steel Corporation was on the verge of making its commitment to build the world's largest steel mill at Sparrows Point. The Port of Baltimore had as its focal point the piers along Pratt and Light Streets. The vast Inner Harbor Re-development Program could not even be anticipated. O'Neill's Department Store, having survived the fire of 1904, stood proudly at the corner of Charles and Lexington Streets. The city planners of 1914 had widened major streets and the rebuilding of a devastated city was substantially complete.

It was in this atmosphere of a city rebuilding and renewing itself that Noxzema came into being. It is in the same atmosphere of a city and a metropolitan area rebuilding and re-vitalizing itself that the Noxell Corporation continues to grow as a participating corporate citizen on the Baltimore scene.

Of course, I cannot offer these early insights as personal recollections because, for one thing, I am not old enough to have participated in them. My main reason for relying on others for some of the early history is because I am a relative newcomer to Baltimore, having come to Noxzema as Vice-President for Sales in 1955. But THE NOXZEMA STORY, with its many almost legendary qualities, has been enthusiastically recorded and annotated over the years because it represents so well the spirit and the qualities that have made the American brand of free enterprise one of the marvels of this age. It involves the idea of one man as the genesis of a new product; the labor of forming and financing a company to manufacture that product; the effort—halting at first—to develop new markets; the buoyancy that comes from the discovery of new applications and the stability that builds with the launching of new lines. Finally, THE NOXZEMA STORY represents the evolution of an efficient corporate structure which permits a breakaway into new and almost unlimited business opportunities.

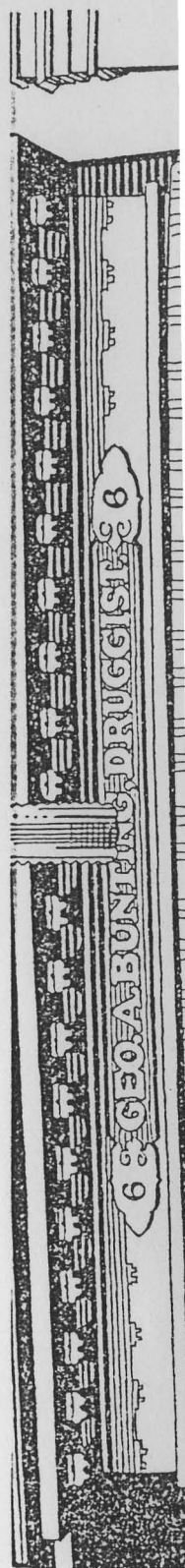
The one man in this case was Dr. George A. Bunting, and the product was, of course, Noxzema Skin Cream. In 1914 Dr. Bun-

ting was a practicing pharmacist whose drugstore was located at 6 West North Avenue here in Baltimore. Back in his prescription room, Dr. Bunting had developed a combination of medication and the then new "vanishing cream," designed as a treatment for sunburn. Appropriately enough, it was called DR. BUNTING'S SUNBURN REMEDY and samples were always available on the drugstore counter. A customer once tried some of the new concoction on his eczema and with great satisfaction announced to Dr. Bunting: "Your cream knocked my eczema." This opened up broad new possibilities for the product and also inspired the name—NOXZEMA.

From that point on, Dr. Bunting devoted his considerable energies to exploring these new possibilities as the foundation for his fledgling business enterprise. Such was his devotion, in fact, that patrons of the store joked about the poor service they received as Dr. Bunting spent more and more time in the back of the store mixing, heating and pouring Noxzema from a *large coffee pot* into the first blue jars. In 1917 the Noxzema Chemical Company was founded with sales of \$5,214 and four employees. Thus we celebrate this year the 50th Anniversary of our incorporation, with sales in 1966 of \$38,024,842 and 400 employees.

The continued perseverance of George Bunting and the cooperation of other Baltimore druggists in stocking and promoting Noxzema established a demand for this multiple-purpose product which, by 1920, enabled the pharmacist to set up the first Noxzema "factory" in a tiny house at 102 Lafayette Avenue in Baltimore. It was one of the white marble step variety so characteristic of Baltimore then and now. Rent—\$27 per month.

Now, a great deal of credit must be given to Dr. Bunting's fellow druggists who, during those first tenuous years, were instrumental in financing Noxzema. Not only was Dr. Bunting Secretary of the Maryland Board of Pharmacy at the time, but more importantly he was regarded by all in the profession as a close and respected friend. And many showed their regard not only by placing Noxzema in their stores, but by buying shares of stock in the company—usually in modest amounts of \$100 or less. Even so, the difficulties which remained in securing adequate capital were enormous, and the company approached the abyss of



bankruptcy several times between 1917 and 1923—the year when the first small profit was turned.

Of course, now that Noxzema has become the thriving operation that it is, the struggles of those early years tend to mellow and one might succumb to the natural tendency to glamorize them. But to present this picture to someone seriously interested in fathoming the mystique of American free enterprise would be to present half the picture. Because in so doing the often-essential element of personal sacrifice would be left out.

That element was very much present in the development of the Noxzema Chemical Company and, indeed, *was* essential to the Company's survival. Dr. Bunting's salary, for example, was still only \$50 a week *12 years* after the business started. Every available resource was given over to publicizing the new product.

Two lessons were learned early at Noxzema:

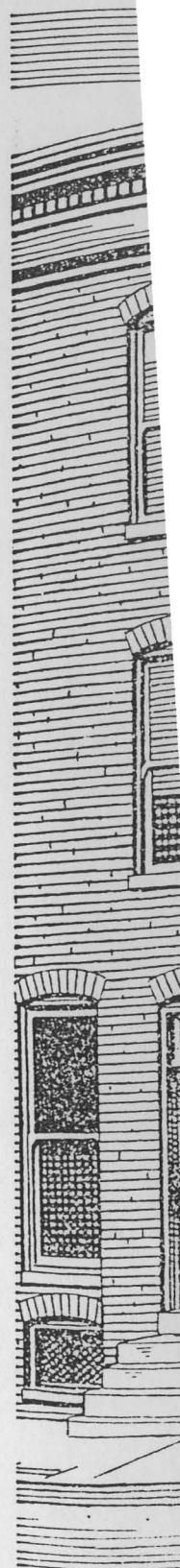
1) The value of going all-out in publicly promoting Noxzema products, and

2) exercising the administrative self-control needed to channel large sums of money into this sometimes difficult-to-evaluate area.

More than ever, these axioms are at the foundation of our present policy. Frankly, it is this long-standing commitment to the heavy—though selective—use of the advertising media that has made the vital difference. It is this commitment, above all, that has shaped Noxzema and given it dimensions worthy of this presentation tonight. And so I will have more to say on this subject later.

Well, by 1925, Noxzema's sales had reached \$100,000 and the firm was well-established locally. Dr. Bunting and his directors felt the time had come to "go national," beginning with the "tough" New York market. Contrary to friendly warnings by some New York businessmen that Noxzema could never succeed there, the decision *was* made to invade that great marketplace in 1926.

Again, every advertising dollar that could be found was thrown into the game, back-stopped by herculean effort on the part of the still-small sales force.



In 1920, D

The campaign was a success! To meet the needs of increased distribution which resulted, Noxzema built its first *real* factory on Falls Cliff Road in Baltimore City. Thus armed with new production capacity and steadily increasing sales, Noxzema moved westward; first to Chicago and the Mid-Western states in 1928; then to the South and Pacific Coast in 1930. At about the same time, the Canadian Corporation was established. By 1938, the goal of national distribution had been achieved with the opening of the Prairie and Rocky Mountain States.

This hard-won, coast to coast availability provided the rationale for Noxzema's first fling at advertising on the national radio networks. The original "Professor Quiz" program was the first to carry Noxzema's message to families across the country and sales jumped 40 percent in one season. Next came "Quiz of Two Cities" and then Lionel Barrymore in "Mayor of the Town." Sales records continued to be set by this broad-scale exposure of our products which, by this time included shave cream, suntan lotions and cold cream.

Between 1938 and 1944, annual volume climbed from \$1 million to \$3 million, notwithstanding the severe limitations on the availability of raw materials through the War years. But because of wartime building restrictions, it was impossible to expand our operating facilities correspondingly with our rapidly expanding business. By the end of the War, Noxzema was fighting to operate a \$4 million business with facilities for about \$1.5 million. And so planning was begun for our next major capital expansion, adjacent to the existing plant. By 1949, construction was completed on a 44,000-square-foot addition, allowing the installation of a high-speed, gravity-flow production process.

In this same year, Noxzema entered a new management era, with George Lloyd Bunting, Dr. Bunting's son, assuming the duties of President and General Manager. However, this era was to involve *more* than the transfer of administrative responsibility; for Noxzema—and Lloyd Bunting—were destined to come to a crossroads; to face a time of serious re-evaluation of company goals calling for the coolest executive leadership.

Various conditions contributed to the situation. A combination of higher corporate taxes and levies on excess profits during the

early fifties had the effect of depressing profits, in spite of continued sales growth. Subsequently, even sales growth was to experience a leveling off from the tremendous gains of previous years. The culprit? Substantially increased competition!

The introduction of instant shave creams in the new aerosol cans—and the public's immediate enthusiasm for this kind of packaging—represented a threat to our shave business. While our main product, Noxzema Skin Cream, had seen little competition in 30 years, its position of leadership in both the medication and cosmetic fields had by now begun to stimulate stiff competition with no less than *five* serious contenders.

It became clear to Lloyd Bunting that the Noxzema Chemical Company would have to re-assess its time-proven ways of advertising, marketing, and packaging its products; moreover, that a second look should be taken at the purposes and variety of the products themselves. Noxzema's techniques had *always* been aggressive. But now, so were those of the competition.

To meet the challenge, Mr. Bunting and his directors decided on a program designed to break the deadlock of sales, to utilize advertising in an even harder-hitting fashion and to develop attractive new products. Executives with specialized experience were brought into the company to take charge of these respective fields. It was my privilege to be selected as Vice-President in Charge of Sales in 1955.

Supplemental to these activities, extensive surveys were undertaken to sound out market potential in several foreign countries. By 1959, Noxzema was represented and advertised in 39 overseas markets. Local manufacturing and selling had commenced in England, Belgium, Switzerland, South Africa, Brazil, Mexico and Cuba.

Of course it was known that such an ambitious expansion program would require a high rate of investment and that little in the way of return could be expected during the formative stages. These years would have to be a period of investment and re-investment; a belt-tightening experience for the company's shareholders, although they *were* promised that every effort would be made to balance spending for the future with current earnings.

Unprecedented expenditures were made for the establishment of a new products department and a stepped-up consumer advertising schedule. Predictably, corporate earnings slumped in 1959 and '60. But we were confident that our commitment to *future* strength and growth would pay off. We asked and got the support of our stockholders and in return for their indulgence, we pledged that the wisdom of our program would be evident by 1964.

Meanwhile, strong, new utilization of network television was pushed and our commercials were viewed by 50 percent of the 45 million TV homes in the United States each week. Our product development team had created a new line for us which we felt—and market tests confirmed—would be a meritorious addition to our time-proven brands. This product was a line of medicated make-up; a cover-up lotion and powder which we named COVER GIRL. With it, we planned to carry Noxzema into the \$60 million per year make-up base market.

Now, naturally, we had high hopes for Cover Girl. Here, for the first time, was a cosmetic that was really good for the skin. We launched Cover Girl nationally in January of 1961 and backed it up with a sensational advertising campaign in which the most famous and fashionable cover girls in the country were named and quoted as being enthusiastic about this glamorous new make-up.

By the end of that year, sale of Cover Girl had exceeded our projections by 74 percent. The combination of the public's overwhelming reception of this product and the upward-soaring trends of our established brands enabled us to make our sales and profit breakthrough. Sales: up 58 percent. Profit: 160 percent. We *were* able to make the profit pay-off to our stockholders—not in 1964, as we had promised, but in 1961.

Sales of all of our products have continued at much higher levels than in previous years. But not without even more aggressive policies on our part. This constant on-guard posture is dictated by the New Marketing Era in which we find ourselves. The intensity of competition among all packaged goods advertisers—and particularly those in the cosmetics field—is unparal-

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leled in the history of marketing. No established brand is completely safe—no matter how good it is and no matter how long it has been a leader in its field. You can understand why, in this kind of a game, Noxzema has pursued a policy of diversification through new product development.

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In this New Era, we have recognized two factors which have become increasingly important in the success or failure of new as well as established brands. The first is adequate distributing in *all* mass merchandising outlets where competitive items are sold. The philosophy behind our concept of marketing is to see our business from the point of view of the customer. While this is done in the most professional way with sophisticated market research techniques, a fundamental lesson which emerges is: *Make Noxzema products available wherever and whenever the consumer shops.* Translated, this means that our brands are sold not only in drugstores, but in supermarkets, department stores and variety chain stores. This dynamic concept of complete availability has kept us ahead of the competition.

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The second factor calling the shots in this New Era is the shrewd use of all advertising media. But especially television, that great arbiter of public taste. Following this strategy, Noxzema has, for the last several years, been one of the nation's largest buyers of advertising space and time, ranking consistently among the top 100 blue chip advertisers in all media. In 1965, we ranked 44th in the use of network television alone.

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Obviously, however, the purchase of these advertising vehicles does not, by itself, produce sales. Another equally important part is the persuasiveness of the selling message transmitted by those vehicles. I might state that our commercials have won several awards from the television and advertising industries. 

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Of course, one additional point bears emphasis, and that is this: No amount of advertising, however sophisticated, will substitute for quality of product. With this in mind, Noxzema continues to follow a progressive and imaginative program of new *and* high-quality product development. Several possible new items undergo testing and scrutiny at any one time. Some are discarded early through this rigid screening process; others, which have



been marketed, have been sacrificed like chess pieces—all for enhancing the strength of those remaining and for the vitality of the company.

Our corporate vitality, thus built, has provided a broadened and diversified base; and from this foundation we are moving forward in many new product directions—not all of them, I might add, internally developed. For the next wave of our growth will include an ambitious acquisition program of *other* companies, recognizing that, as we grow larger, there are increasing limitations on the potential benefits of internal growth. That is, each new product started from scratch will add a declining percentage to overall volume. Acquisition, on the other hand, will not necessarily have the same limitations.

It is in anticipation of this dramatic new departure and in reflection of our already attained corporate diversity that, in July of 1966, we changed our name from NOXZEMA CHEMICAL COMPANY to NOXELL CORPORATION. u

And concurrent with this change, we made another of great significance by completing the movement of our entire operation—administrative as well as manufacturing—to modern new quarters in a beautifully landscaped, 60-acre setting in Cockeysville, Maryland, just outside of Baltimore. u

These new facilities will enable us to keep pace with the tremendous growth which has come our way in the last few years. But—perhaps as important—they lend a third dimension, a distinctive visibility to what has been accomplished. One which proclaims: *There are no limitations on the future of Noxell.*

We have come a long way from Dr. Bunting's coffee pot to our 300 per minute production lines; from his small drugstore at 6 West North Avenue to our own industrial park; from NOXZEMA to NOXELL.

But I think it no overstatement to say we have only just begun.

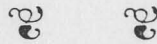
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"Actorum Memores simul affectamus Agenda!"

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—NORBERT A. WITT



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The Noxzema Story

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MEMBER OF THE NEWCOMEN SOCIETY

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1917 to 1987 = 70 yrs N. Chem Co.
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* 1967 / Changed Corp. Name from Noxzema to NOXELL

THE NEWCOMEN SOCIETY IN NORTH AMERICA
NEW YORK DOWNINGTOWN PRINCETON PORTLAND

1967

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—NORBERT A. WITT

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This Newcomen Address, dealing with the history of the Noxell Corporation, was delivered at the "1967 Baltimore Dinner" of The Newcomen Society in North America, held at Baltimore, Maryland, on March 29, 1967. Mr. Robert D. H. Harvey, Chairman of the Board of the Maryland National Bank, was the host at a pre-dinner reception to meet Mr. G. Lloyd Bunting and Mr. Norbert A. Witt, the guests of honor. Mr. Witt, the speaker, was introduced by Mr. Tilton H. Dobbin, President of the Maryland National Bank. The dinner was presided over by Mr. W. Arthur Grotz, President, Western Maryland Railway Company, Chairman of the Baltimore Committee in American Newcomen.



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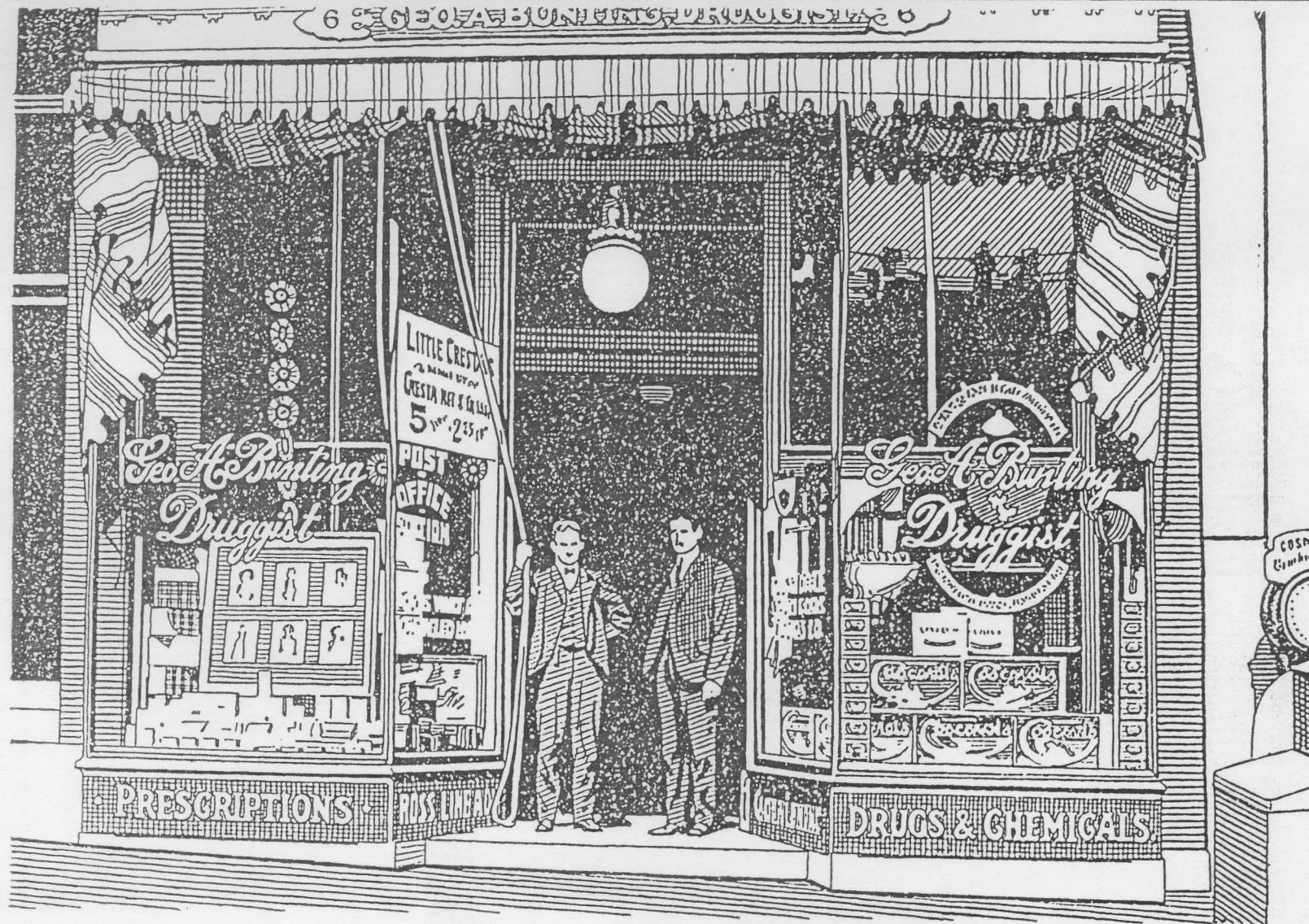
MAY - 4 1967

THE NOXZEMA STORY

An Address at Baltimore

American Newcomen, through the years has honored numerous corporate enterprises of distinction in many paths of endeavor. At the same time have been honored those pioneer leaders and those who followed whose vision, determination and resourcefulness erected those enterprises and carried them forward. Such a Newcomen manuscript is this, celebrating the 50th Anniversary of an internationally-known organization of foremost importance in its industry.





Dr. Bunting's Drugstore at 6 West North Avenue in Baltimore in 1914

INTRODUCTION OF MR. WITT AT BALTIMORE, ON MARCH 29, 1967, BY MR. TILTON H. DOBBIN, PRESIDENT OF THE MARYLAND NATIONAL BANK, MEMBER OF THE BALTIMORE COMMITTEE IN THE NEWCOMEN SOCIETY IN NORTH AMERICA.

My fellow members of Newcomen:

THE purpose of our Society is to lift the sights of those engaged in the art of American free enterprise to the highest and best examples of that art. Our purpose in being here tonight is to draw down from such an example the lessons of quality and the techniques of leadership so that we may hopefully reapply them to the continuing betterment of the free enterprise system.

We in The Newcomen Society have always recognized that progressive strides in the private enterprise system do not arise so much from the system itself as from the human personalities which nourish it. After all, corporations are made up of and led by people. It is, therefore, the genius of the individual which, having devised the system in the first place, contributes to its on-going refinement and vitality as the cornerstone of the way of life we Americans have come to know.

And so, in paying tribute to the Noxell Corporation, it is not only appropriate but essential to the fulfillment of our purpose that we consider the personality of the individual whose efforts have led his company to this day and this occasion.

Norbert A. Witt is President of the Noxell Corporation, but he says of himself simply: "I'm a salesman." And, of course, he is, for his career includes 38 years of experience in marketing drug and grocery products; first with Procter & Gamble and then with Lever Brothers. In 1955, he became associated with what was then the Noxzema Chemical Company, as Vice President in Charge of Sales. By 1960, he had been elected Executive Vice President and a Member of the Board of Directors.

The history of the Noxell Corporation, with which we will be acquainted tonight, draws no reference to the particular accom-

plishments of Norbert Witt. But I think you will agree that, implicit in this tale of dramatic corporate growth is the parallel of his own career, which is the reason why he was named President of Noxell in 1963.

In 1965, he was the recipient of the Distinguished Marketing Man Award given by the Baltimore Chapter of the American Marketing Association. Certainly, Norbert Witt *IS* a salesman; and to all of his associates and everyone he meets, he is the personification of the growing, changing, imaginative company he heads. But his self-description is deceptively simple, for his talents in other areas have made him a first-rate executive. He has developed a consummate knowledge of every phase of his company's operations: from the basics of manufacturing, to the creative world of advertising and to the complex atmosphere of present-day finance.

While his presence is felt in every reach of the Noxell Corporation, his energies have involved him in still other directions. He is a member of the Board of Directors of the Chamber of Commerce of Metropolitan Baltimore and the National Association of Manufacturers. For the last several years, Norbert Witt has been a Director of the Maryland National Bank and it is in this capacity that I have come to know and appreciate his genius for marketing. His advice and counsel in how to market even the intangible services of the commercial bank have been invaluable. We have seen that an imagination such as his which produces a "Cover Girl" orientation really Noxell out of the competition.

It is my very great pleasure to present to you your honored guest, NORBERT A. WITT, President of the Noxell Corporation.

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My fellow members of Newcomen:

I AM deeply appreciative of the opportunity you give me tonight to recount for you the story of a company which, I believe, typifies the philosophy of economic progress. The Newcomen Society seeks to perpetuate. Very often in recent years our ears have been buffeted by those who belittle the time-tested elements of the American free enterprise system which have produced so much for so many segments of our Society. We have been told on many occasions that incentive and risk and business ingenuity are not what they were once cracked up to be.

On the other hand, those who have little faith in our system have said that opportunity no longer exists in our modern and complex society. We have been told that the opportunities our fathers and grandfathers had are being denied to us.

I hope in this brief recitation of the history of Noxzema and the Noxell Corporation to be able to demonstrate that, even in our changing society, the basic principles of the free enterprise system are more valid than ever. In my talk this evening, I hope to demonstrate the validity of an idea—the validity of a program—the validity of a plan. And the rewards which can accrue to our economy, our job holders, our shareholders, and to management.

My assignment tonight is to review the history of the Noxell Corporation, and to tell the story of Noxzema.

When I first contemplated this assignment I was concerned that it may be immodest for an officer of a corporation to tell this story, but then I was reminded of a line from Homer's *Odyssey*, "An honest business never blush to tell" and realized once more the need for all of us to tell the story of honest business so that business will continue to be a major factor in our national way of life.

The history of the Noxell Corporation—perhaps still better known to you and the world as The Noxzema Chemical Company—is 50 years long this year, and so it gives me special pleasure to recite for this distinguished audience, including many "old Baltimoreans," some of the significant events in the life of this Baltimore enterprise.

In 1914 when the product we know as "Noxzema" was first developed, the Mayor of Baltimore was The Honorable James H. Preston and Baltimore then, as now, was on the verge of a period of great growth and change. The Bethlehem Steel Corporation was on the verge of making its commitment to build the world's largest steel mill at Sparrows Point. The Port of Baltimore had as its focal point the piers along Pratt and Light Streets. The vast Inner Harbor Re-development Program could not even be anticipated. O'Neill's Department Store, having survived the fire of 1904, stood proudly at the corner of Charles and Lexington Streets. The city planners of 1914 had widened major streets and the rebuilding of a devastated city was substantially complete.

It was in this atmosphere of a city rebuilding and renewing itself that Noxzema came into being. It is in the same atmosphere of a city and a metropolitan area rebuilding and re-vitalizing itself that the Noxell Corporation continues to grow as a participating corporate citizen on the Baltimore scene.

Of course, I cannot offer these early insights as personal recollections because, for one thing, I am not old enough to have participated in them. My main reason for relying on others for some of the early history is because I am a relative newcomer to Baltimore, having come to Noxzema as Vice-President for Sales in 1955. But THE NOXZEMA STORY, with its many almost legendary qualities, has been enthusiastically recorded and annotated over the years because it represents so well the spirit and the qualities that have made the American brand of free enterprise one of the marvels of this age. It involves the idea of one man as the genesis of a new product; the labor of forming and financing a company to manufacture that product; the effort—halting at first—to develop new markets; the buoyancy that comes from the discovery of new applications and the stability that builds with the launching of new lines. Finally, THE NOXZEMA STORY represents the evolution of an efficient corporate structure which permits a breakaway into new and almost unlimited business opportunities.

The one man in this case was Dr. George A. Bunting, and the product was, of course, Noxzema Skin Cream. In 1914 Dr. Bun-

ting was a practicing pharmacist whose drugstore was located at 6 West North Avenue here in Baltimore. Back in his prescription room, Dr. Bunting had developed a combination of medication and the then new "vanishing cream," designed as a treatment for sunburn. Appropriately enough, it was called DR. BUNTING'S SUNBURN REMEDY and samples were always available on the drugstore counter. A customer once tried some of the new concoction on his eczema and with great satisfaction announced to Dr. Bunting: "Your cream knocked my eczema." This opened up broad new possibilities for the product and also inspired the name—NOXZEMA.

From that point on, Dr. Bunting devoted his considerable energies to exploring these new possibilities as the foundation for his fledgling business enterprise. Such was his devotion, in fact, that patrons of the store joked about the poor service they received as Dr. Bunting spent more and more time in the back of the store mixing, heating and pouring Noxzema from a *large coffee pot* into the first blue jars. In 1917 the Noxzema Chemical Company was founded with sales of \$5,214 and four employees. Thus we celebrate this year the 50th Anniversary of our incorporation, with sales in 1966 of \$38,024,842 and 400 employees.

The continued perseverance of George Bunting and the cooperation of other Baltimore druggists in stocking and promoting Noxzema established a demand for this multiple-purpose product which, by 1920, enabled the pharmacist to set up the first Noxzema "factory" in a tiny house at 102 Lafayette Avenue in Baltimore. It was one of the white marble step variety so characteristic of Baltimore then and now. Rent—\$27 per month.

Now, a great deal of credit must be given to Dr. Bunting's fellow druggists who, during those first tenuous years, were instrumental in financing Noxzema. Not only was Dr. Bunting Secretary of the Maryland Board of Pharmacy at the time, but more importantly he was regarded by all in the profession as a close and respected friend. And many showed their regard not only by placing Noxzema in their stores, but by buying shares of stock in the company—usually in modest amounts of \$100 or less. Even so, the difficulties which remained in securing adequate capital were enormous, and the company approached the abyss of



bankruptcy several times between 1917 and 1923—the year when the first small profit was turned.

Of course, now that Noxzema has become the thriving operation that it is, the struggles of those early years tend to mellow and one might succumb to the natural tendency to glamorize them. But to present this picture to someone seriously interested in fathoming the mystique of American free enterprise would be to present half the picture. Because in so doing the often-essential element of personal sacrifice would be left out.

That element was very much present in the development of the Noxzema Chemical Company and, indeed, *was* essential to the Company's survival. Dr. Bunting's salary, for example, was still only \$50 a week *12 years* after the business started. Every available resource was given over to publicizing the new product.

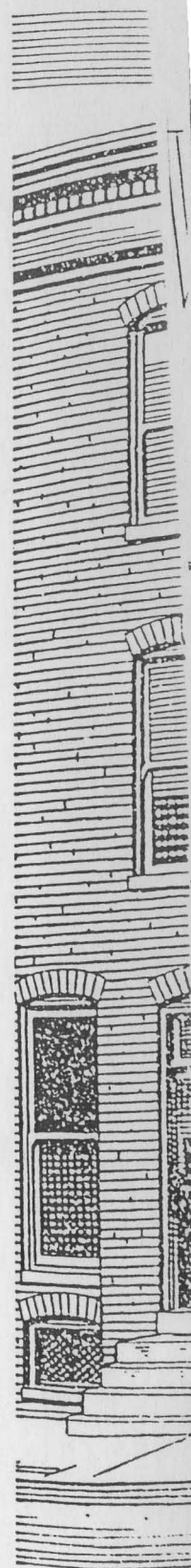
Two lessons were learned early at Noxzema:

- 1) The value of going all-out in publicly promoting Noxzema products, and
- 2) exercising the administrative self-control needed to channel large sums of money into this sometimes difficult-to-evaluate area.

More than ever, these axioms are at the foundation of our present policy. Frankly, it is this long-standing commitment to the heavy—though selective—use of the advertising media that has made the vital difference. It is this commitment, above all, that has shaped Noxzema and given it dimensions worthy of this presentation tonight. And so I will have more to say on this subject later.

Well, by 1925, Noxzema's sales had reached \$100,000 and the firm was well-established locally. Dr. Bunting and his directors felt the time had come to “go national,” beginning with the “tough” New York market. Contrary to friendly warnings by some New York businessmen that Noxzema could never succeed there, the decision *was* made to invade that great marketplace in 1926.

Again, every advertising dollar that could be found was thrown into the game, back-stopped by herculean effort on the part of the still-small sales force.



In 1920, Dr

The campaign was a success! To meet the needs of increased distribution which resulted, Noxzema built its first *real* factory on Falls Cliff Road in Baltimore City. Thus armed with new production capacity and steadily increasing sales, Noxzema moved westward; first to Chicago and the Mid-Western states in 1928; then to the South and Pacific Coast in 1930. At about the same time, the Canadian Corporation was established. By 1938, the goal of national distribution had been achieved with the opening of the Prairie and Rocky Mountain States.

This hard-won, coast to coast availability provided the rationale for Noxzema's first fling at advertising on the national radio networks. The original "Professor Quiz" program was the first to carry Noxzema's message to families across the country and sales jumped 40 percent in one season. Next came "Quiz of Two Cities" and then Lionel Barrymore in "Mayor of the Town." Sales records continued to be set by this broad-scale exposure of our products which, by this time included shave cream, suntan lotions and cold cream.

Between 1938 and 1944, annual volume climbed from \$1 million to \$3 million, notwithstanding the severe limitations on the availability of raw materials through the War years. But because of wartime building restrictions, it was impossible to expand our operating facilities correspondingly with our rapidly expanding business. By the end of the War, Noxzema was fighting to operate a \$4 million business with facilities for about \$1.5 million. And so planning was begun for our next major capital expansion, adjacent to the existing plant. By 1949, construction was completed on a 44,000-square-foot addition, allowing the installation of a high-speed, gravity-flow production process.

In this same year, Noxzema entered a new management era, with George Lloyd Bunting, Dr. Bunting's son, assuming the duties of President and General Manager. However, this era was to involve *more* than the transfer of administrative responsibility; for Noxzema—and Lloyd Bunting—were destined to come to a crossroads; to face a time of serious re-evaluation of company goals calling for the coolest executive leadership.

Various conditions contributed to the situation. A combination of higher corporate taxes and levies on excess profits during the

early fifties had the effect of depressing profits, in spite of continued sales growth. Subsequently, even sales growth was to experience a leveling off from the tremendous gains of previous years. The culprit? Substantially increased competition!

The introduction of instant shave creams in the new aerosol cans—and the public's immediate enthusiasm for this kind of packaging—represented a threat to our shave business. While our main product, Noxzema Skin Cream, had seen little competition in 30 years, its position of leadership in both the medication and cosmetic fields had by now begun to stimulate stiff competition with no less than *five* serious contenders.

It became clear to Lloyd Bunting that the Noxzema Chemical Company would have to re-assess its time-proven ways of advertising, marketing, and packaging its products; moreover, that a second look should be taken at the purposes and variety of the products themselves. Noxzema's techniques had *always* been aggressive. But now, so were those of the competition.

To meet the challenge, Mr. Bunting and his directors decided on a program designed to break the deadlock of sales, to utilize advertising in an even harder-hitting fashion and to develop attractive new products. Executives with specialized experience were brought into the company to take charge of these respective fields. It was my privilege to be selected as Vice-President in Charge of Sales in 1955.

Supplemental to these activities, extensive surveys were undertaken to sound out market potential in several foreign countries. By 1959, Noxzema was represented and advertised in 39 overseas markets. Local manufacturing and selling had commenced in England, Belgium, Switzerland, South Africa, Brazil, Mexico and Cuba.

Of course it was known that such an ambitious expansion program would require a high rate of investment and that little in the way of return could be expected during the formative stages. These years would have to be a period of investment and re-investment; a belt-tightening experience for the company's shareholders, although they *were* promised that every effort would be made to balance spending for the future with current earnings.

Unprecedented expenditures were made for the establishment of a new products department and a stepped-up consumer advertising schedule. Predictably, corporate earnings slumped in 1959 and '60. But we were confident that our commitment to *future* strength and growth would pay off. We asked and got the support of our stockholders and in return for their indulgence, we pledged that the wisdom of our program would be evident by 1964.

Meanwhile, strong, new utilization of network television was pushed and our commercials were viewed by 50 percent of the 45 million TV homes in the United States each week. Our product development team had created a new line for us which we felt—and market tests confirmed—would be a meritorious addition to our time-proven brands. This product was a line of medicated make-up; a cover-up lotion and powder which we named COVER GIRL. With it, we planned to carry Noxzema into the \$60 million per year make-up base market.

Now, naturally, we had high hopes for Cover Girl. Here, for the first time, was a cosmetic that was really good for the skin. We launched Cover Girl nationally in January of 1961 and backed it up with a sensational advertising campaign in which the most famous and fashionable cover girls in the country were named and quoted as being enthusiastic about this glamorous new make-up.

By the end of that year, sale of Cover Girl had exceeded our projections by 74 percent. The combination of the public's overwhelming reception of this product and the upward-soaring trends of our established brands enabled us to make our sales and profit breakthrough. Sales: up 58 percent. Profit: 160 percent. We *were* able to make the profit pay-off to our stockholders—not in 1964, as we had promised, but in 1961.

Sales of all of our products have continued at much higher levels than in previous years. But not without even more aggressive policies on our part. This constant on-guard posture is dictated by the New Marketing Era in which we find ourselves. The intensity of competition among all packaged goods advertisers—and particularly those in the cosmetics field—is unparal-

leled in the history of marketing. No established brand is completely safe—no matter how good it is and no matter how long it has been a leader in its field. You can understand why, in this kind of a game, Noxzema has pursued a policy of diversification through new product development.

In this New Era, we have recognized two factors which have become increasingly important in the success or failure of new as well as established brands. The first is adequate distributing in *all* mass merchandising outlets where competitive items are sold. The philosophy behind our concept of marketing is to see our business from the point of view of the customer. While this is done in the most professional way with sophisticated market research techniques, a fundamental lesson which emerges is: *Make Noxzema products available wherever and whenever the consumer shops.* Translated, this means that our brands are sold not only in drugstores, but in supermarkets, department stores and variety chain stores. This dynamic concept of complete availability has kept us ahead of the competition.

The second factor calling the shots in this New Era is the shrewd use of all advertising media. But especially television, that great arbiter of public taste. Following this strategy, Noxzema has, for the last several years, been one of the nation's largest buyers of advertising space and time, ranking consistently among the top 100 blue chip advertisers in all media. In 1965, we ranked 44th in the use of network television alone.

Obviously, however, the purchase of these advertising vehicles does not, by itself, produce sales. Another equally important part is the persuasiveness of the selling message transmitted by those vehicles. I might state that our commercials have won several awards from the television and advertising industries.

Of course, one additional point bears emphasis, and that is this: No amount of advertising, however sophisticated, will substitute for quality of product. With this in mind, Noxzema continues to follow a progressive and imaginative program of new *and* high-quality product development. Several possible new items undergo testing and scrutiny at any one time. Some are discarded early through this rigid screening process; others, which have

been marketed, have been sacrificed like chess pieces—all for enhancing the strength of those remaining and for the vitality of the company.

Our corporate vitality, thus built, has provided a broadened and diversified base; and from this foundation we are moving forward in many new product directions—not all of them, I might add, internally developed. For the next wave of our growth will include an ambitious acquisition program of *other* companies, recognizing that, as we grow larger, there are increasing limitations on the potential benefits of internal growth. That is, each new product started from scratch will add a declining percentage to overall volume. Acquisition, on the other hand, will not necessarily have the same limitations.

It is in anticipation of this dramatic new departure and in reflection of our already attained corporate diversity that, in July of 1966, we changed our name from NOXZEMA CHEMICAL COMPANY to NOXELL CORPORATION.

And concurrent with this change, we made another of great significance by completing the movement of our entire operation—administrative as well as manufacturing—to modern new quarters in a beautifully landscaped, 60-acre setting in Cockeysville, Maryland, just outside of Baltimore.

These new facilities will enable us to keep pace with the tremendous growth which has come our way in the last few years. But—perhaps as important—they lend a third dimension, a distinctive visibility to what has been accomplished. One which proclaims: *There are no limitations on the future of Noxell.*

We have come a long way from Dr. Bunting's coffee pot to our 300 per minute production lines; from his small drugstore at 6 West North Avenue to our own industrial park; from NOXZEMA to NOXELL.

But I think it no overstatement to say we have only just begun.

THE END



"Actorum Memores simul affectamus Agenda!"

“No amount of advertising, however sophisticated, will substitute for quality of product. With this in mind, Noxzema continues to follow a progressive and imaginative program of new *and* high-quality product development.”

—NORBERT A. WITT



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—NORBERT A. WITT

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coll for lunch
re: Loyola
Noxell has occupied its profitable little niche for over 50 years. But now things may start to get crowded.

cover girl

Time to make a move

By Aaron Bernstein

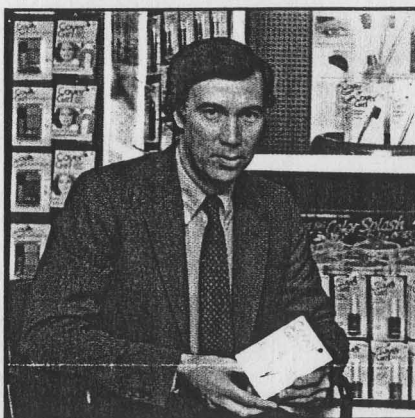
HOW DOES A LITTLE cosmetics company like Noxell Corp. (\$260 million sales) from Cockeysville, Md. sail through a bruising recession while the industry's giants fall down? By sticking to what it does best—aggressive marketing at the lower end of the price scale.

Noxell's 8% unit growth over the past five years dropped to 7% last year, but that certainly beats the rest of the industry, which has been flat for years. Earnings grew about 16%, compared with 12% for the industry over the five years.

Demand for cheaper cosmetics like Noxell's is no surprise in a recession, but analysts see other, more fundamental shifts at work. As women moved into the labor force in huge numbers during the 1970s, many found cosmetics no longer a luxury, but a daily necessity. In a subtle way, that changed marketing. As Jack Salzman, consumer products analyst at Smith Barney, puts it: "The 1970s took a lot of hype out of cosmetics marketing. Women decided they wanted good value and convenient purchasing, which lies at the mass end, not at Bergdorf Goodman's."

Noxell, founded in 1917 by Baltimore druggist George A. Bunting, was already there. Noxzema skin cream was Noxell's main product for over 40 years. In 1961 came Cover Girl cosmetics, a line of facial foundations. Since Noxzema was already in drugstores and mass merchandiser outlets, Cover Girl could be piggybacked on the existing distribution system. From the start, then, Cover Girl was run more like a toiletries business than a fashion-oriented cosmetics business.

After so many years of catering to



President George Bunting Jr. of Noxell
What would grandfather do?

mass retailers, Noxell has learned its market well. Drug and food stores depend on fast turnover rather than high margins, so Noxell keeps the number of different shades of each product line to a minimum, offering at low prices only the colors most women use. Result: Cover Girl averages six to seven turns on the shelf a year, compared with Revlon's three or four.

When Revlon tried to move into the mass-market end two years ago, it botched the job by telling retailers they had to take a huge package of about 100 stock-keeping units. Many balked, and Revlon had to back down. Reminded of how this interloping competitor came to grief, George L. Bunting Jr., Noxell's 42-year-old president and grandson of the founder, puts on a broad smile. "We try to build a long-term relationship with the trades and show them we look after their needs and not just our own," he says. Noxell operates on the principle that it must sell the retailer as well as the end customer.

As an example of its solicitous regard for the retailer, Noxell intro-

5/9/83 since then AD are said S.C. Johnson cleared reasons that they were "eye-balling" Noxell
duced the modular display. The black plastic display with chrome trim and mirrors catches the eye and lets the customer see all the products at once. The packages are on pegboards, easily accessible and simple to restock. The angular design saves up to 15% floor space. Says Bunting, "We sell the display to the store, use part of it for Cover Girl, and they recoup their money by renting the rest out to our competitors. And," he adds, "we get the center spot."

Noxell also pioneered cosmetics sales in food stores starting in the early Sixties.

The other ingredient in Noxell's success is heavy advertising. It has to outspend the gigantic likes of Revlon and Schering-Plough's Maybelline. Its ads use such nationally known models as Cheryl Tiegs and have put Noxell in the top 100 advertisers for 13 straight years. Advertising consistently runs over 20% of sales—well above the industry norm.

The trouble with any business formula is that it can be copied. Noxell's Bunting knows he must be prepared for that day of stepped-up competition, but Noxell doesn't seem able to make up its mind which way it wants to go. In 1980 it bought 13% of Neutrogena, a specialty soapmaker, with an eye for a merger, but sold the stock back last year. There's a small Texas chili manufacturer called Caliente Chili; Bunting has to decide whether or not to exercise an option to buy by midyear. Lestoil, a household cleaner that accounts for about 7% of Noxell's sales, has languished as a regional brand in the East ever since Bunting bought it in 1969.

Bunting now says the focus will be on internal product development. So far not all has been smooth sailing. Raintree Hand & Body Lotion, introduced in 1981 as Noxell's entrance into moisturizers, has never really gotten off the ground, partly due to bad timing. Three new products from competitors unexpectedly hit the market when Raintree did. And then Natalie Wood, around whom the ad campaign was built, died suddenly.

Bunting has been doing a little better with Moisture-Wear, a foundation and cream line launched in 1976 to appeal to older women. But it hasn't caught on in a big way.

Until now, Noxell has done an impressive job, but Allan Mottus of Mottus & Associates puts the problem bluntly: "They have to expand, and the time of making decisions about how is now upon them." Good luck, George Bunting. Your grandfather is a tough act to follow. ■

Marketing

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Noxell's Cover Girl Magic

*The "Clean"
machine that
changed cosmetics
marketing*

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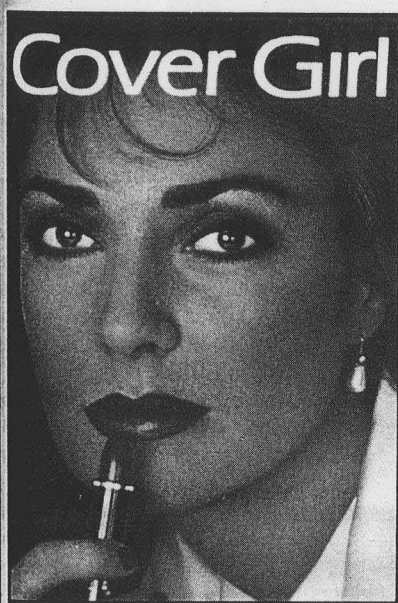
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- **Retailers: Staging Formats for New Store Settings**
- **Packaging Gets a More Strategic Focus**

Noxell's Cover Girl . . .

The *clean* machine



Mario Casilli

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Noxell is a very unique cosmetic company by today's standards! While it is one of the leaders in what most people would consider a "glamour" industry, it remain sharply apart from the WWD (Women's Wear Daily) clique. What most people know about the low key marketing giant comes from Nielsen's reports or from the financial pages of newspapers and Wall Street brokerage recommendations. Some analysts will tell you that the reason for this is that Noxell, for all its success in cosmetics, remains tradition bound to its pharmaceutical roots.

Noxell Corporation started out as the Noxzema Chemical Company in 1917. At that time Dr. George Bunting decided that the skin cream product he had created in a coffee pot in the back room of his pharmacy in 1914, had broader market potential. By 1938, Noxzema was a national brand with national radio advertising and in 1955 it was sponsoring the Edward R. Murrow show, "Person to Person." By the end of the fifties, Noxzema was looking for expanded market potential and new product lines. By 1961 it launched Cover Girl...clean make-up that was medicated from its Noxzema heritage.

Today, Noxell competes in a highly fragmented, very specialized cosmetics market. The high number of women working has propelled total market volume as women have become more conscious about their appearance. However, as per capita volume increased, customer loyalty to any one brand declined as women cherry pick products for different uses and occasions. Today's cosmetic wearer shops vertically. Her purse is likely to contain a combination of products from Cover Girl, Avon, Lauder, Revlon, Clinique and Maybelline. She shops value and end benefit in a carefully balanced blend of intelligent indulgence. Yet, in this churning market, Cover Girl has become a leader.

Today, it is a \$439 million business with a full range of products including foundation, powder, eye make-up and lipsticks. In 1986, SSC&B, the Cover Girl agency since its launch, produced 135 finished TV, print and collateral advertising projects all with the same enduring theme, "clean make-up" which, in retrospect, ushered in a new era of cosmetics.

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The 1961 launch of Cover Girl broke almost all the conventional wisdom in cosmetic marketing. In an era where make-up was "glamorous" but "dirty" and bad for your skin, Cover Girl launched "the clean make-up." Models selected were fresh and wholesome.

Distribution bypassed department stores and went straight to the mass market via food, drug and mass merchandisers in blister packs and POP displays. And world class cover girls made it perfectly acceptable to buy "hope in a bottle" for only a dollar and a half.



Cover Girl
Jennifer O'Neill

Clean Make-up

Cover Girl makes it beautiful. Noxzema makes it clean.

This is make-up made your way. With all the natural-looking beauty of Cover Girl. And clean Noxzema ingredients. Choose your coverage: Clean Make-up, Regular. For clean cover that stays clean without streaking or caking. Clean Make-up, SuperSheer. For clean color that looks fresh, natural, candid. Either way, you'll really feel good about your skin. That's the beauty of Clean Make-up.

Cover Girl®
Clean Make-up by Noxzema

Regular and SuperSheer

Cover Girl started in business by changing most of the cosmetic industry's time-honored rules and by flat-out ignoring others. The first rule changed was the idea that cosmetics were *only* for enhancement. Cover Girl added something new, a therapeutic benefit to make-up. That added benefit came from the clean Noxzema ingredients found in the little blue jar of skin cream. When they were added to a line of facial make-up, the result was glamour, "*Glamour that's good to your skin.*"

In 1961, the industry was convinced you couldn't bring class imagery to the mass market. But they had a little something extra up their sleeves... an advertising campaign with World class cover girls endorsing the product and supplying enough glamour to make it perfectly acceptable to pay only a dollar and a half for a bottle of make-up.

Another rule that went by the wayside was "push money". *CG was going to be distributed as a self-service product*

in mass outlets. They were determined to sell products to the consumer, not give them away with a free scarf or an umbrella. And, their only contact with the consumer then, as today, is advertising.

According to Peter Troup, VP and Marketing Director of Cover Girl, "The theory was simple: if advertising was right, we could create a strong demand with the consumer and, she'd *pull* Cover Girl through the system without those pink-smocked ladies in department stores, and without those friendly faces ringing your doorbells." In taking that stance, the role of cosmetic advertising had been changed.

A new era in cosmetics was born, with mass distribution, mass pricing and mass messages. The first print ad showed cover girl Sandy Hill, on the cover of *Cosmopolitan*, announced a fabulous cosmetic discovery from Noxzema. A new line of medicated make-up and powder. They came in three *exotic*

shades: light, medium, and dark, the message offered "a cover girl complexion so natural you can't believe its make-up." And, as an extra inducement they told the reader that it also "Fights germs on your puff."

Stone Roberts, VP, Group Supervisor on all Cover Girl business at SSC&B, for the past eighteen years, chuckles, "Charles Revson chose to ignore us. I wonder why. Maybe he thought we were beneath his dignity. Maybe he thought we weren't a threat to his universe because Cover Girl was doing things differently. We used toiletry marketing principles to introduce this product; we had to look pretty, *but have the courage to talk tough.*"

"Of course," he admits, "looking back, certain trends through the years have helped us. But, having the vision to see these trends, as well as, the confidence to take advantage of them was what positioned Cover Girl for long term success. All in all, it was a little vision



More than color...
more than coverage.
It actually improves the
look and feel of your skin.

Introducing Replenishing Make-up

From Cover Girl®

Every time you put on New Cover Girl Replenishing Make-up, you put a little more liveliness back into your skin. Special replenishers give you a natural radiance, nourish your skin to make it look fresh, lively. You'll like using this new light-textured formula because it glides on so smoothly and evenly. Tiny lines seem to vanish. Your skin looks dewy soft, feels dewy soft, hour after hour. Try New Cover Girl Replenishing Make-up for better-looking, better-feeling, better-in-every-way skin.

Cover Girl Jennifer O'Neil



As the original cover girl customers mature, and look for different product qualities, so do their models. Jennifer O'Neal shown in 1973 and now in 1987, promotes replenishing make-up for more mature skins.

and a great deal of luck."

The popularity of the natural look in the late 60's did as much for Cover Girl as the new era in consumerism. When Ralph Nader wasn't making hay with the Corvair, Ralph was telling women that a lipstick was a lipstick, was a lipstick. Why pay \$6.50 for only one color when you could get four more shades for the same price.

The 70's saw more women in the work force and that created a greater need for a woman to look her best on more occasions. Convenience in shopping for cosmetics also became an issue. And psychologically, many women were rebelling against the tyranny of the "snooty" cosmetician who all too often used intimidation as a favorite selling tool. The time was right for the confidence of personal choice, and Cover Girl fit into that new awareness effortlessly.

Roberts continues, "We had a lot going for us, but we still needed a big

breakthrough advertising idea. And, we created one. One that broke all the rules.

... "Clean makeup." at a time when all make-up was perceived to be dirty."

However, when they took that idea, "Cover Girl Clean Make-Up," to focus groups, two things came back... "Make-up isn't clean, it's dirty." And... "Who are you kidding? I'm not gonna look like a cover girl, if I wear that make-up."

However, recognizing that no research technique yet has been created that could effectively measure the emotional appeal of *Hope in a Bottle*, somehow, inspiration and courage prevailed and "clean make-up" set the future for the brand.

Today, CG had a strong image, a clear-cut look and a personality all its own. Clean makeup was more than a big advertising idea, it was the perfect platform to build the business for the next 20 years. *Clean makeup was the concept that created the future. And it is the part*

"Clean makeup was more than a big advertising idea, it was the perfect platform to build the business for the next 20 years. Clean makeup was the concept that created the future. It's a rare phenomenon in a business where change is an easy answer."

—Stoney Roberts

"If you have a big idea that works and the courage not to change campaigns every six months, product life-cycles can become a myth too. From the 60's to the latest Cover Girl campaign, the concept of 'Clean makeup' has consistently survived fashion trends and even taken advantage of them."

—Peter Troup

they haven't changed since 1967. It's a rare phenomenon in a business where change is an easy answer.

But, Peter Troup explains Noxell's philosophy, "The same people who write about the easy billions in the cosmetics industry also write about cosmetic product lifecycles. Well, we don't believe in them. If you have a big idea that works and the courage not to change campaigns every six months, product life-cycles can become a myth too. From the 60's to the latest Cover Girl campaign, the concept of "Clean makeup" has consistently survived fashion trends and even taken advantage of them."

That adjective "clean" also helped set the stage for the image of the brand, and gave direction to the casting of the cover girls."

Lynn Geordano, VP and Creative Director, SSC&B, "The clean, fresh, healthy, all-American natural look was ours to own. In fact, we created a new and different attitude for cosmetic models; one that was friendly, honest, and warm. To be one of our cover girls it wasn't enough to be a model of the times, like Twiggy or Verushka. Our Cover Girls had to transcend the times. They had to be people you could like, not just beautiful props."

"Understanding that special combination of look and attitude gave us an



COVER GIRL LIPSTICKS

Collection '81

What will Cover Girls be wearing this season?

NEW COVER GIRL LIPSTICKS



The Long 'N Lush Cover Girl Lash.

And why Cover Girls love it.

COVER GIRL EYES

In January of 1961 Cover Girl was introduced. In 1964, a lipstick line was introduced to an accepting public. By 1970, there were some 41 items in the Cover Girl package; a year later, 6 varieties of Cover Girl Eyes were added. SuperSheer Make-up was also part of the Cover Girl line by that time, followed by MoistureWear Make-up and Cover girl NailSticks.

edge in casting. We had a consistent idea of what we were looking for in a Cover Girl. While that didn't make them easier to find, it gave us confidence in our vision and in our selection of the girls who were cover girls before they were discovered by everyone else.

—Maude Adams—1970
—Carol Alt—1983
—Susie Blakely—1969
—Christie Brinkley—1976
—Shelly Hack—1974
—Jennifer O'Neill—1972
—Cybill Shepard—1968
—Christina Ferrare—1979
DeLorean Thomopoulos
—Cheryl Tiegs—1969

However, while there's an unstated challenge in the *courage not to change*, there's a creative need to constantly evolve a successful concept, to keep it contemporary and on the leading edge. So, in 1975, when "clean makeup" needed to be re-awakened and given a jolt of attention, SSC&B unwrapped the campaign that had S-E-X-Y in the headline. At "conservative" Noxell, it raised eyebrows. In the market, it raised recall and "clean is sexy" became an advertising success.

"Looking back," Stoney Roberts says with unreserved pride, "building a



brand like Cover Girl and the kind of business that warms the heart of Wall Street takes *more* than courage to break rules and think smart and execute with flair. It's looking pretty and talking tough. It's knowing how to resist change simply for the sake of change. It's working hard and keeping your humor. It's a feeling of openness and pride. A feeling that starts in the boardroom in Baltimore and touches the writers, art directors, producers, account execs, models, photographers, directors: *everyone* who's lucky enough to be associated with Cover Girl."

Noxell: The House of the Little Blue Jar

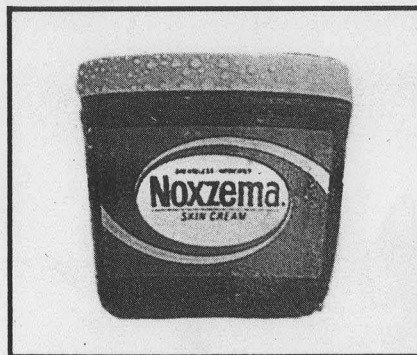
When Dr. George Bunting introduced his new cosmetic in 1914, it was the first real alternative to the greasy, tallow-based medicating creams of the early 1900's. Originally, of course, the little hexagonally-shaped blue jars of Noxzema were available only in Dr. Bunting's Pharmacy at 6 West North Avenue, at that time near the northernmost boundary of the City.

Dr. Bunting himself did the mixing, heating, and pouring of his medicated cream, always using the same large coffee pot. He was so devoted to Noxzema that patrons of his busy drugstore often joked about the poor service they were receiving when it came to other medicinal needs.

Gradually, Noxzema grew beyond the bounds of one small pharmacy in the far north of Baltimore City. Other druggists began stocking the product because of customers' demands.

By 1917, Dr. Bunting knew it was time to put all of his considerable energies into making Noxzema a household name. In that year, he founded the Noxzema Chemical Company, with a secretary and a lone salesman as the first employees. His own salary was set at \$50 a week, and the company's total sales that first year amounted to only \$5,214. But it was a beginning.

In 1925, with the firm well established locally and annual sales of Noxzema at \$100,000 for some 900,000 jars, Dr. Bunting and his directors made a bold decision. They would take Noxzema to the national market, first stop New York.



To meet the needs of this increase demand, the company built its first real factory on Falls Cliff Road in Baltimore City. Even further expansion of markets was then made possible, and so Noxzema quickly moved westward.

Chicago and the Midwest were targeted in 1928. The South and the Pacific Coast first saw the product in 1930. Then, by 1938, national distribution across the United States was achieved.

The stage was thereby set for Noxzema's first nationwide advertising campaign.

The "Professor Quiz" program, an adult quiz show, was the first to carry Noxzema's message to families across the country. In one season alone, company sales jumped 40%. Next came Noxzema's sponsorship of "Quiz of Two Cities," and then Lionel Barrymore in "Mayor of the Town." Such broad exposure in these popular radio programs of the time continued to fuel record sales. From an annual sales volume of \$1 million at the start of the campaign, the company's volume rose to \$3 million by 1944 during World War II, while supplying GI's with Noxzema Skin Cream.

By the end of the War, Noxzema was struggling to operate a \$4 million business in a factory and office setting built to handle a third of that volume. Planning was begun immediately for a major expansion, and in 1949, construction was completed on a 44,000-square-foot addition which allowed the installation of a high-speed, gravity flow production process to fill those unending lines of Little Blue Jars.

Oddly enough, the expansion coincided with a leveling off of sales. Aerosol shave creams, for example, now threatened Noxzema's own shave cream, while the Little Blue Jar itself faced at least five serious competitors for the skin care market it had dominated

continued on page 63

Analysis

Marketing Communications Advertisers Index

continued from page 22

almost unchanged for 30 years.

As a result, the company began to refine its advertising, marketing and packaging techniques. By 1955, television became Noxzema's new advertising medium, and Edward R. Murrow's "Person to Person" show was the first to be co-sponsored. The next year, the company sponsored a full minute on every second "Perry Como" show.

The company's thoughts then turned to new product lines. A line of make-up using Noxzema ingredients, and called "Cover Girl" was launched in 1961.

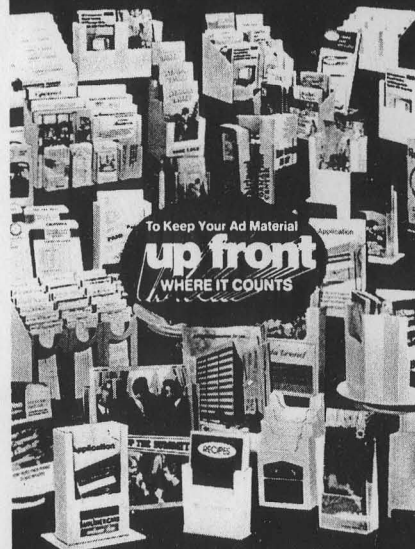
In 1966, anticipating a broader corporate purpose, and to reflect planned and future diversification, Dr. Bunting's original designation for the company he founded gave way to the "Noxell Corporation." This change was indicative of new marketplace realities; for example, whereas Noxzema Skin Cream accounted for a full 80 percent of the company's sales in 1955, today's successor to the Little Blue Jar, though selling at record levels, accounts for less than a fourth of the Corporation's sales totals.

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OFFICIAL ENTRY BLANK

IT'S EASY!

TO WIN \$25



IT'S FUN!

TO WIN \$25

Join in the fun—and you may easily win one of the six \$25.00 cash prizes given each week on the Professor Quiz program, on the Columbia coast-to-coast network, 8:30 P. M. Eastern time, 7:30 P. M. Central time, 5:30 P. M. Mountain time and 9 P. M. Pacific Coast time.

The Professor uses about 30 questions on each program. Some are educational, some are catch questions, some are tongue-twisters—but every question is entertaining—and every one is suggested by his radio listeners.

Be sure to listen in to Professor Quiz on the Noxzema program beginning Saturday, October 1, and jot down questions that you think should be used. Simply use the spaces on the back of this blank for your 5 questions, indicating the correct answers. Have your family and friends work together. Listen to Professor Quiz and make an entertaining game out of the program.

Rules of Contest

- 1—The six persons submitting the best lists of five questions and answers each week will be awarded \$25.00 each.
- 2—Professor Quiz will judge the questions, his decisions being final. In case of tie, duplicate prizes will be awarded.
- 3—All questions submitted become the property of Professor Quiz. No questions will be returned; neither can we undertake to enter into correspondence with the entrants.
- 4—Entrants agree that should they win, their names may be announced over the radio as a winner of a \$25.00 weekly prize.
- 5—Everyone residing within the Continental limits of the United States is eligible to compete except employees of the Noxzema Chemical Company, its advertising agency, dealers, salesmen and their families.
- 6—Contest may be changed or discontinued upon one week's notification on the Professor Quiz radio program.
- 7—Questions must be submitted on official entry blanks.



The Amazing Story of a "Wonder Cream"

It grew from the most humble beginning to over 14,000,000 jars yearly!

Years ago, someone called this famous cream in the quaint blue jar "The Wonder Cream of Baltimore." The name still clings.

Probably no product in America today has surrounded itself with such loyalty and enthusiasm. As one Brooklyn woman wrote recently: "We look upon Noxzema almost with a feeling of reverence." She wrote this in referring to the welcome relief and comfort Noxzema brought to her bed-ridden mother who had suffered intensely from bed sores.

In the same way, in millions of homes in the United States, Canada and abroad, families look upon Noxzema as a real "Friend in Need."

A BUSINESS ROMANCE

The story of Noxzema reads like fiction. It was originated by G. A. Bunting, M.A., Ph.G., D.Sc., as a greaseless, stainless Sunburn Prescription. Baltimore doctors soon found that Noxzema's soothing medication was also very effective in relieving itching, Eczema and many other forms of skin irritations. Soon it was used extensively to relieve Chafing, Burns, Scalds, Chapped Hands, Insect Bites, etc.

Nurses discovered its value in helping to eliminate certain beauty-marring skin flaws—such as Pimples from external causes. They applied Noxzema at night and also during the day. First-Aid Hospitals at Beaches next "discovered Noxzema." Noxzema was then tested on the worst sunburn cases—and found wonderfully effective! At Atlantic City, Coney Island, Miami and other famous resorts, Noxzema became the standard prescription for sunburn.

Largely by accident, new uses for Noxzema were discovered until today we find Noxzema prescribed by Doctors used in Hospitals—For more information contact the Archives Center at archivescenter@sc.edu or 202-633-3270
jars used each year. Truly a "Wonder Cream."

Noxzema Wonderful for Many Skin Troubles



Cracked Chapped Skin

Noxzema is wonderfully soothing, so brings quick relief to most forms of skin irritations. Its mild medication aids nature in healing the skin. So Noxzema may be helpful to your skin, whether the skin condition is on your scalp, face, back, legs or feet.

For Chapped Hands—

A Philadelphia Doctor says:

"In my practice, my hands get in very bad shape. I have used all kinds of creams, but Noxzema gives better and quicker results." And that's typical of what many other doctors say!

For Unsightly Pimples, Eczema, Etc.

Hundreds of thousands of women today use Noxzema to relieve Itching Face Irritations, to promote rapid healing of ugly disfiguring Pimples and other Skin Flaws that come from external causes.

For Shaving

Thousands of the finest Barber Shops, like the famous Terminal Shops, now feature the "Noxzema Shave"—apply a little Noxzema on the face and neck before lathering. It's a marvelous beard softener, soothes and protects the skin and leaves it cool and refreshed—free from after-shave irritation. Try it as a latherless shaving cream, too.



Shaving



Skin Irritations

For Baby Rash and Chafing

Cool, soothing! How quickly Noxzema relieves diaper rash and chafing! Smarting stops at once. Red, raw skin heals so quickly.

For Sunburn, Scalds, and Burns

Noxzema is recognized today as a sure way to relieve Sunburn, Scalds and Burns. It relieves pain almost instantly—it cools and soothes the tender scorched skin—it seems to draw out "the fire"—and it aids Nature in quickly healing the damaged tissue.



Sunburn

NOXZEMA CHEMICAL CO.

BALTIMORE, MD.

OFFICIAL ENTRY BLANK

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Chapped Skin

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Sunburn

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NOXZEMA CHEMICAL CO.
BALTIMORE, MD.

MARYLAND

4-6-8-9-10-16-22)
Natl.; Intl.

HAGERSTOWN

19088-000

ORN CORPORATION

orn Blvd.
stown, MD 21740
g Address: P.O. Box 380
stown, MD 21740
01-739-3500

x. Number Employees: 500
Cleaning, Shot Peening; Abrasives &
plies; Sand Systems
Bowling (Pres.)
Brieve (Sls. Mgr.)
iggins (Intl. Mktg. Mgr.)

ing Agency: 1052-000

ry Advertising Corporation
utive Plaza Two
50 McCormick Rd.
t Valley, MD 21031
301-628-6242
aude D. Rosse (Acct. Exec.)

4-7-8-10-16)
Natl.

13560-000

N FURNITURE MFG. CO.

st First St.
town, MD 21740
Address: P.O. Box 530
town, MD 21741
01-739-0360

x. Sales: \$12,000,000
x. Number Employees: 200
n Furniture
B. Statton (Chm. Bd.)
J. Statton (Pres.)
t A. Statton (V.P. & Treas.)
as H. Hardinge (V.P.-Sls. & Mktg.)
Jazelrod (Pur. Agent)

ing Agencies: 2670-000

co Advertising
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PA 17404
717-846-0653
ames Johnson (Acct. Exec.)
\$85,000; Consumer Mags.
000; Catalogs & Directories
000)

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7632-007

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de Grace, MD 21078
01-939-1234

x. Number Employees: 150
rial Chemicals, Specialty Polymers
for Printing Inks, Specialty
atings, Shoe Polish, Floor Polish,
sumer Prods. for Household
aning
Magid (Pres.)
Armstrong (V.P. & Gen. Mgr.)
elzer (Plant Mgr.)
ogers (Controller)

ing Agency:
ect

June
(Appro.: \$100,000)
(Media: 4-7-10-16-17-18)
Distr.: Natl.

HUNT VALLEY

8543-006

*
CLARION COSMETICS
(Product of Noxell Corp.)
11050 York Rd.
Hunt Valley, MD 21030
Tel.: 301-785-7300

Approx. Number Employees: 1,900

Mfr. Cosmetics

Francis J. Harrison (Sr. V.P.-Mktg.)
E. Michael McNamara (Mktg. Dir.-Clarion
& New Prods.)
Steven J. Colnitis (Group Prod. Mgr.)
Nancy F. Troiano (Product Mgr.)

Advertising Agency: 34813-002

Lintas:New York
One Dag Hammarskjold Plaza
New York, NY 10017
Tel.: 212-605-8000
—Ian McGregor (Exec. V.P.)
—Neill Myers (Sr. V.P.)
—Lynne King (V.P.)

(Media: 1-3-7-16-19-20-24)
Distr.: Natl.

8543-007

*
COVER GIRL COSMETICS
(Product of Noxell Corp.)
11050 York Rd.
Hunt Valley, MD 21030
Tel.: 301-785-7300

Charles Busta (V.P.)
Dave Reymann (Gen. Acctg. Mgr.)

Advertising Agency: 34813-001

Lintas:USA
One Dag Hammarskjold Plaza
New York, NY 10017
Tel.: 212-605-8000

(Appro.: \$10,000,000)
(Media: 1-2-3-13-15-16-19-21-24)
Distr.: Natl.

8250-023

*
MCCORMICK-STANGE FLAVOR CO., INC.
230 Schilling Circle S.
Hunt Valley, MD 21031
Tel.: 301-771-7400

Approx. Sales: \$125,000,000
Approx. Number Employees: 530

Flavors, Seasonings, Spices, Vanilla
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Breeding Mixes, Essential Oils,
Oleoresins & Tomato Products, Sesame
Prods.

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McCormick-Stange Flavor Div.)
Charles Dame (V.P.-Tech.)
Randall B. Jensen (V.P.-MIBU)
Andrew Fetzek (V.P.-Sls.)
Randal M. Hoff (Controller & Sec.)
Ted Foti, Jr. (Dir.-Sls. Devel. & Admin.)
Judy A. Lewis (Dir.-Human Rels.)

Philip J. Capasso (Dir.-Mktg.)

Advertising Agency: 1052-000

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Executive Plaza Two
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Hunt Valley, MD 21031
Tel.: 301-628-6242

Dec.
(Media: 4-10-16)
Distr.: Natl.; Intl.

8543-000

* NOXELL CORPORATION

11050 York Road
Hunt Valley, MD 21030
Tel.: 301-785-7300

Approx. Rev.: \$493,795,000
Approx. Number Employees: 1,700
Fiscal Year-end: 12/31/87

Noxzema Skin Cream, Shave Cream,
Antiseptic Skin Cleanser, Clear-Ups,
Acne 12, On-The-Spot Acne Medicine,
Cold Cream & Complexion Lotion;
Raintree Facial Prods. & Hand & Body
Lotion; Moisturewear Make-Up; Cover
Girl Make Up for Eyes, Lips, Nails &
Face; Clarion Make Up; Lestoil Cleaner
& Rug Shampoo

George L. Bunting, Jr. (Chm. Bd. & Chief
Exec. Officer)

Marvin L. Hathaway (Pres. & Chief Oper.
Officer-Domestic)

E. H. Levering (Sr. V.P.-Sls.)
Robert W. Pierce (Sr. V.P.-Admin. &
Investor Rels. Dir.)

Peter M. Troup (Sr. V.P.-Mktg.)
Carroll A. Bodie (V.P.-Gen. Counsel &
Sec.)

Charles J. Busta (V.P.-Mktg.)
E. Michael McNamara (V.P.-Mktg.)

Robert W. Pierce (Sr. V.P. Admin. & Fin.)
William R. McCartin (Treas.)

Robert C. Badessa (Controller)
S. J. Colnitis (Grp. Prod. Mgr.)

A. Randy Floss (Mktg. Dir.)
D. S. Pettit (Mktg. Dir.)

N. B. Phillips (Grp. Prod. Mgr.)

R. K. Brenner (Sr. Prod. Mgr.)

S. Cook (Sr. Prod. Mgr.)

K. M. Leibel (Sr. Prod. Mgr.)

R. K. McWilliams (Sr. Prod. Mgr.)

R. M. Flynn (Prod. Mgr.)

S. V. Morse (Prod. Mgr.)

J. M. Mueller (Sr. Prod. Mgr.)

S. M. Sebulsky (Prod. Mgr.)

Donald S. Arning (Dir.-New Prod.

Coordination & Control)

James M. Burke (Dir.-Data Processing)

M. M. Tilrico (Dir.-Employee Rels.)

R. H. Yeager (Dir.-New Prods.)

Divisions: 8543-006

Clarion Cosmetics
(See Separate Listing)
11050 York Rd.
Hunt Valley, MD 21030

8543-007

Cover Girl Cosmetics
(See Separate Listing)
11050 York Rd.
Hunt Valley, MD 21030

8543-003

Noxell Corp.
200 Park Ave.
New York, NY 10166
Tel.: 212-682-0883

(continued—next page)

MARYLAND

HUNT VALLEY—(CONTINUED)

NOXELL CORPORATION—(CONTINUED)

Sears Ingraham (Exec. V.P.)

Advertising Agencies:

Lintas: New York
One Dag Hammarskjold Plaza
New York, NY 10017
Tel.: 212-605-8000
(Noxzema Skin Cream, Antiseptic Skin
Cleanser, 12-Hour Acne Medicine, Cover
Girl Prods., New Prods.)
—F. Stone Roberts (Exec. V.P.)
—Ian McGregor (Exec. V.P.)
—Sheri Colonel (Sr. V.P.)
—Nancy Korda (V.P. & Mngmt. Supvr.)
—Lina Emanuel (V.P. & Acct. Supvr.)

Leo Burnett Company, Inc.
Prudential Plaza
Chicago, IL 60601
Tel.: 312-565-5959
(Clarion)

Lotus Minard Patton McIver
405 Lexington Ave.
New York, NY 10174
Tel.: 212-972-5010
(New Prods.)

William Esty Company, Inc.
100 East 42nd St.
New York, NY 10017
Tel.: 212-692-6200
(Noxzema Shave Cream, Lestoil, New
Prods.)
—Tom Hayes (Sr. V.P. & Acct. Dir.)
—Rand Pearsall (V.P. & Acct. Supvr.)
—Peyton Sise (V.P. & Mngmt. Supvr.)

Dec.
(Appro.: \$112,111,000; Consumer Mags.
\$22,485,000; Business Publ. \$144,000;
Outdoor (Posters, Transit) \$38,000;
Network Radio \$3,000; Spot Radio
\$1,046,000; Network T.V. \$37,361,000;
Spot T.V. \$2,749,000; Cable T.V.
\$1,045,000; Misc. \$47,240,000)
(Media: 3-4-5-12-13-14-15-23-24)
Distr.: Natl.; Intl.

* REXNORD AUTOMATION

(Div. of Rexnord Inc.)
11350 McCormick Rd., Ste. 500
Hunt Valley, MD 21030
Tel.: 301-785-3000

Approx. Sales: \$47,000,000
Approx. Number Employees: 800
Mfr. Electronic Circuits & Process Control
Instrumentation
D. Aiken (Pres.)

Subsidiaries:

Rexnord Controls Corp.
P. O. Box 242
Cockeysville, MD 21030
D. Ruopp (Pr)
B. Monthey (VP-Sls)

Rexnord Systems
P.O. Box 242
Cockeysville, MD 21030
Tim Shaw (Pr)

Applied Technology
10947 Golden West Dr.
Hunt Valley, MD 21031
Eli Nisenfeld (Pr)

Estimation, Inc.
805 Barkwood Ct.
Linthicum Heights, MD 21090
Tel.: 301-636-5680
G. Llewellyn (Pr)

Advertising Agency:

Direct
Oct.
(Appro.: \$200,000)
(Media: 4-7-8-10-16)
Distr.: Natl.; Intl.

JESSUP

* BALTIMORE AIRCOIL COMPANY

7595 Montevideo Rd.
Jessup, MD 20794
Mailing Address: P.O. Box 7322
Baltimore, MD 21227
Tel.: 301-799-6200

Cooling Water Recovery Systems; Cooling
Towers, Evaporative Condensers,
Industrial Fluid Coolers, Ice Chiller
Thermal Storage Units, High-K Heat
Exchangers

F. M. Long (Pres.)
W. D. McCloskey (Exec. V.P. & G.M.)
D. W. Duncan (V.P.-Admin.)
M. J. McKenna (V.P.-Intl.)
E. Schinner (V.P. & G.M.-North America)
B. D. Speice (V.P.-Mfg.)
J. F. Carroll (Mktg. Dir.)
Charles B. McCurley (Mgr.-Adv. & Sls.
Promo.)

Subsidiaries:

BAC-Pritchard, Inc.
P.O. Box 7322
Baltimore, MD 21227
Tel.: 301-799-6200

Paco Pumps
P.O. Box 12924
Oakland, CA 94604

Advertising Agencies:

Thompson Recruitment Advertising, Inc.
The Brokerage at Inner Harbor
5th Fl., 34 Market Pl.
Baltimore, MD 21202
Tel.: 301-783-5000
(Recruitment)

Welch, Mirabile & Co., Inc.
5602 Baltimore National Pike
Baltimore, MD 21228
Tel.: 301-744-0591
(Product Promotion)
—Frank Mirabile (Pres.)

Oct.
(Appro.: \$500,000)
(Media: 4-10-16)
Distr.: Natl.; Intl.

LANDOVER

* CROWN BOOKS CORPORATION

(Affil. of Dart Group Inc.)
3300-75th Ave.
Landover, MD 20785
Tel.: 301-731-1200
Approx. Sales: \$154,341,000
Approx. Number Employees: 1,500
Retail Book Stores
Herbert H. Haft (Co-Chm. Bd.)

Robert M. Haft (Pres. & Chief Exec.
Officer)
Jeanne Herrick (Exec. V.P.)
Jose Gonzalez (Exec. V.P.)
Gloria Haft (V.P.)
Richard J. Koll (Treas. & Chief Fin.
Officer)
Carol Schofield (Dir.-Adv.)

Advertising Agency:

Goldberg/Marchesano and Associates
Inc.
McPherson Sq.
927 15th St., N.W.
Washington, DC 20005
Tel.: 202-789-2000

Feb.
(Appro.: \$6,000,000)
(Media: 1-2-7-8-13-23)
Distr.: Natl.

* DART DRUG STORES, INC.

3301 Pennsy Dr.
Landover, MD 20785
Tel.: 301-772-6000

Approx. Sales: \$265,000,000
Approx. Number Employees: 2,500
Fiscal Year-end: 7/31/86

Drug Store Chain

Sheldon W. Fantle (Chm. & Chief Exec.
Officer)
Jeffrey M. Fantle (Pres. & Chief Oper.
Officer)
Ronald M. Hirschel (Exec. V.P.)
Darryl S. Bryant (Sr. V.P.-Fin. & Treas.)
Allen D. Nehman (Sr. V.P.-Mds.)
John A. DeLuca (V.P.-Adv.)
Louis F. Brown (V.P.-Loss Prevention)
Norman D. Everett (V.P.-Mgmt. Info.
Systems)
Robert J. Goldstein (V.P.-Store Ops.)
Thomas J. Ksiazek (V.P.-Personnel)
Jimmy L. Wade (V.P.-Distr.)
Sharon R. Armstrong (Sec.)
Bruce Strohl (Asst. V.P. & Controller)

Advertising Agency:

Abramson Associates, Inc.
1275 K St., NW
Washington, DC 20005
Tel.: 202-289-6900

(Appro.: \$10,650,000; Daily Newsp.
\$8,000,000; Spot Radio \$150,000; Spot
T.V. \$2,500,000)

* DART GROUP CORPORATION

3300-75th Ave.
Landover, MD 20785
Tel.: 301-772-6000

Approx. Sales: \$338,008,000
Approx. Number Employees: 4,000
Fiscal Year-end: 1/31/87

Distr. Books, Auto Parts & Accessories

Herbert H. Haft (Chm. Bd. & Chief Exec.
Officer)
Robert M. Haft (Pres. & Chief Oper.
Officer)
Richard Koll (Exec. Sr. V.P.-Fin. & Chief
Fin. Officer)
Ben S. Kovalsky (Exec. V.P.)
Gloria G. Haft (V.P. & Sec.)
Linda G. Haft (V.P.-Communications)

Old Orioles Had Hand In Locating Firm

By RALPH REPERT

ONE of Baltimore's most widely circulated products, and the still growing concern which turns it out, located here because the old National League Orioles fielded an exceptionally fine team in 1897.

The product is Noxzema. The pharmacist who developed it is Dr. George A. Bunting. The series of events which brought the man to Baltimore began 62 years ago.

Young George Avery Bunting, a native of Bishopville, in Worcester county, had graduated from Washington College in 1891, taught school for a few years, and then decided upon a career in pharmacy. He had gone carefully through the catalogues of the Philadelphia College of Pharmacy and the University of Maryland pharmaceutical school in Baltimore, and couldn't decide where to enroll.

Made Money On Deal

The decision was made for him. The transportation to both Philadelphia and Baltimore cost \$5. Then Bunting heard of special excursions which had been set up to enable Eastern Shoremen and others to get into Baltimore to watch the playoffs in the hot pennant race between the Orioles and Boston. The special excursion round-trip rate from Worcester county was \$1.50. So Bunting came to Baltimore and the University of Maryland College of Pharmacy. The next day he sold the return half of his ticket to a homeward bound fellow countyman for \$2.50.

Dr. Bunting was graduated (as valedictorian) from the pharmaceutical school in 1899 and was made manager of a drug store at 6 West North avenue, where previously he had held a spare-time job as errand boy. Later he borrowed enough money to make a down payment on the purchase of the establishment.

Gave Away Samples

It was in this small drug store that Dr. Bunting began experimenting with the then new "vanishing" creams and that he got the inspiration to combine various soothing agents with a greaseless cream for an effective sunburn treatment.

He originated the formula in 1914, then pushed his product constantly, mostly in the form of small samples which he kept available for all who came into the drugstore. It went well with sunburn sufferers. Persons suffering with various other skin discomforts tried it and reported it successful.

Once a gloved customer came in and ordered ten kinds of herbs with which he in-



DR. GEORGE A. BUNTING

took a sample jar of the soothing cream. He came back the next day, ungloved. He wouldn't need the herbs after all, he said, but would like another jar of the cream which, he said, "... sure knocks eczema." Dr. Bunting had found not only another enthusiastic consumer, but also a trade name for his product.

Tested By Doctors

After that, Dr. Bunting asked physicians to try his

product on their chronic eczema cases, and its success with them soon spread the good word. Further experimentation proved the product a good one for the ease of tired, hot feet and a good soothing preparation for hands made dry by strong soaps and strong antiseptic solutions. Dr. Bunting distributed hundreds of other free samples—and soon policemen were walking on Noxzema and nurses were keeping their hands and complexion healthy with it. An Ocean City barber began shaving sunburned customers with the preparation, and thus spread its use as a shaving aid.

Dr. Bunting formed a corporation in 1917, and by 1925 it could be termed a successful local business, with the amount of its annual sales totaling around \$100,000. The product went national after that, beginning in New York, moving west to Chicago, covering the Midwest and finally the South, the prairie and Rocky Mountain states, and eventually the Pacific Coast. The original "Professor Quiz" radio program in 1938 helped to advertise the product nationally. Later it sponsored "Quiz of Two Cities," Lionel

Barrymore's radio program, "Mayor of the Town," and Gabriel Heatter.

Sales Soar Into Millions

Today Noxzema's blue jar is familiar on shelves on every continent except Australia. The company has moved to larger production and office quarters at 32 Falls Cliff road, and its payroll carries some 200 production and sales personnel. The company's gross business in 1957 totaled nearly \$10,000,000, a figure which it had already passed comfortably at the end of August in 1958. Its budget for 1959 is promulgated on a \$14,000,000 gross.

Dr. Bunting stepped down from presidency of the company in 1949, and the post is

now held by Lloyd Bunting, still retains an active part in the affairs; however, he is not a member of the board of directors.

The firm plans to expand in three ways in 1959: by the addition of new products, by the expansion of its existing "family" of Noxzema products, and by the introduction of new cold cream, an antiseptic brushless, lather shaving creams, the basic Noxzema.

This year a new product will be widely marketed later. The company's laboratory is also planning sales in other items marketed later. Dr. Bunting also plans sales in 1959 and introductory products in Noxzema in Au-

Product Introductions

1917 Noxzema Skin Cream

1938 Noxzema Shave Cream, Suntan Lotion, Cold Cream (by the time national advertising started)

1953 Aerosol Shave Cream

1959 Noxzema Skin Lotion

1961 Cover Girl - 3 shades in Liquid & Powder

1964 Cover Girl Lipstick

1970 Cover Girl Eyes

1974 RainTree

1976 MoistureWear

1977 Cover Girl Nails

1978 Noxzema Antiseptic Skin Cleanser

Lestoil Deodorizing Rug Shampoo

1979 Professional Mascara with curl brush

Lestoil Rug Shampoo - nationally

1980 Oil Controll Make-up

Marathon Mascara

ColorMates Two Kit Eye Shadow - Eyebrow Pencils

In-Line Modular Merchandising system

1981 Blush Mates - Cream-On-Blush - LipBlush

Conditioning Eye Make-Up Remover

RainTree Hand & Body Lotion

12-Hour Acne Medicine

1982 Noxzema Antiseptic Skin Cleanser Pads

MakeupMates - Shape 'N Blush - Pro Lining Pencils

January 1983 Luminisse Lipstick - 8 shades

Shadow Art Eyeshadow - 8 shades

MakeupMates - 3 new items

Shape 'N Blush - 2 new kits

For more information contact the Archives Center at archivescenter@si.edu or 202-633-3270

MoistureWear - 2 new cover stick shades

Nails - 6 replacement shades

March Lips - 5 replacement shades

June Lip Blush - 6 new shades

Marathon Eyeliner - 5 shades

Pro-Lining Pencils - 4 new shades - 2 replacement

August On-Pack - Oil Control Liquid Makeup with Sponge Wedges
(Free sponge with purchase of make-up)

In and out (Spring/Fall) promotions for Nails and Eyes

As of April 1, 1983 there were 284 individual items on the price list -
includes shades & sizes

Lowest price - 2½ oz. Skin Cream - \$1.39

Only items selling for over \$4.00

MakeupMates - Face Kit \$5.50 - Eyes Kit \$4.95

Lestoil - 15 oz. \$.89 - 28 oz. \$1.59 - 40 oz. \$2.19

- 1963 G. Lloyd Bunting became Chairman of the Board
Norbert A. Witt became President
- 1964 Introduction of Cover Girl Lipstick
- 1966 Moved headquarters to Cockeysville - 60,000 square feet
Changed name from Noxzema to Noxell
- 1969 Acquired Lestoil
- 1970 Introduction of Cover Girl Eyes
- 1973 Norbert A. Witt became Vice Chairman
George L. Bunting, Jr., became President - grandson of founder
- 1974 Introduction of RainTree
- 1975 Purchased distribution plant - Wakefield, England - 44,000 square feet
- 1976 Introduction of MoistureWear
- 1977 Introduction of Cover Girl Nails
Phase I of building expansion completed - manufacturing & warehouse
28,000 square feet
- 1978 Introduction of Noxzema Antiseptic Skin Cleanser
Introduction of Lestoil Deodorizing Rug Shampoo
Option agreement signed with Caliente Chili, Inc.
Phase II of building expansion completed - 84,000 square feet
- 1979 G. Lloyd Bunting retired as an officer
Introduction of Professional Mascara with curl brush
Introduction of Rug Shampoo nationally - First Lestoil product
to be nationally distributed
Moved Lestoil operation from Holyoke to Baltimore
Construction started on new Office & Research building
- 1980 Introduction of Oil Control Make-up
Introduction of Marathon Mascara
Introduction of ColorMates Two Kit Eye Shadow and Eyebrow Pencils

- 1980 Introduction of "In-Line Modular Merchandising system" - success of program measured by number of units installed (30,000) in past 2 years, and by record sales of Cover Girl & MoistureWear products
- 1981 Introduction of Blush Mates - Cream-On-Blush - Lip Blush - Conditioning Eye Make-Up Remover
Introduction of RainTree Hand & Body Lotion
Introduction of Noxzema 12-Hour Acne Medicine
- 1982 Introduction of Noxzema Antiseptic Skin Cleanser Pads
Introduction of MakeupMates - Shape "N Blush - Pro-Lining Pencils
Construction completed on new Office & Research facility
80,000 square feet - \$12,000,000
- 1983 Beaver Court construction started on 285,000 square foot manufacturing(Powder & Eye shadow blending & Pressing) and warehouse - \$25,000,000
Wholly owned subsidiary, Noxell(Caribe) Corporation began distribution in Puerto Rico
Exercised option to purchase Caliente Chili - April
Introduction of Cover Girl Luminesse Lipstick
Introduction of Extra Sensitive Shave Cream
Introduction of The Sheer Innocents
- Wholly owned subsidiary Noxell (Barbados)Limited began contract manufacturing & distribution
- 1984 Reintroduction of ThickLash 2
Introduction of Spun Satin 3-color kit
Introduction of Thick'N Thin Liner Pencils
Noxell became S & P index stock (replaced Faberge)

- Introduction of Invisible Concealer
- Introduction of Cover Girl Face Glow
- Introduction of Opulence Nail Color
- Introduction of Ten Terrific Nails
- Completed restaging of NASC
- Restaged Medicated Cleansing Pads - Noxzema Clear-Ups
- Completed 93 Beaver Court
- Decision made to start construction on new manufacturing, warehousing & administration facility in Canada
- 1985 Introduction of Noxzema Skin Cream Pump - USA & Canada
- Introduction of Musk Shave Cream - replaced Wild Forest
- Introduction of Lasting Performance Mascara with gel base
- Introduction of ProColors single kit eye shadows
- Introduction of Replenishing Make-up
- Restaged Blushmates
- Restaged Long'N Lush Mascara
- Restaged Cover Girl Lips - Continuous Color
- Advertising campaign started - Extra Sensitive Shave for women
- New manufacturing facility exceeded 100 million powder units
- Acquired Wakefield Plant - Plans completed for major expansion
- 1986 Started construction of new Canadian facility
- Introduction of Heavy Beard Shave Cream
- Introduction of Cover Girl Professional Finishing Powder (4 shades)
- Introduction of Cover Girl Replenishing Translucent Pressed Powder (7 shades)
- Introduction of Luminesse Nailcolor - 16 shades

Introduction of Clean Lash Mascara (4 shades)

Package change on Noxzema Cold Cream

Introduction of 5.7 ounce Noxzema Cold Cream

Introduction of Noxzema On-The-Spot Acne Medicine (3 shades)

Restaged Brush-On-Blush - Oil Control Fresh Blush & BlushMates

Introduction of Aloe & Lanolin Shave Cream

Introduction of MoistureWear All-Day Blush

Introduction of Cover Girl Cheekers - One-Kit Blushers

Introduction of RainTree with Aloe

G. Lloyd Bunting elected Chairman Emeritus

George L. Bunting, Jr. elected Chairman of the Board & CEO

Marvin L. Hathaway elected President & COO

National introduction of Clairon - 85 items & computer

1987

Two-for-one stock split

Introduction of Extremely Gentle Make-Up

Introduction of Extremely Gentle Mascara

Introduction of 8 Kit Shadows

Introduction of Clarion 1 Kit Shadows - 16 shades

Introduction of Clarion formaldehyde-free nail color - 36 shades

Introduction of Noxzema Antiseptic Skin Cleanser

Extra Strength & Sensitive Skin

Introduction of Noxzema Complexion Therapy Peel-Off Mask

Installation of new automatic lipstick molding production line

Start-up of new loose powder production line

Expansion of York Road cosmetic processing area

Noxzema Inc. changed to Noxell(Canada) Corporation

Noxell(Canada)Corporation moved into new 193,000 sq. ft.

For more information contact the Archives Center at archivescenter@si.edu or 202-633-3270

manufacturing, warehousing & administration building