

all major aerosol products have been successfully formulated and are undergoing or have completed life tests.

Our research effort continues with other fluorocarbon compounds, which may offer better end use performance and economic characteristics than those provided by FC-22 and FC-142b. The goal is

**Ms. Fedak:** And now I wish to introduce our luncheon speaker.

Out in Cleveland—or to be exact—Lakewood, Ohio, there is a very solid and innovative cosmetic house, which is celebrating its fiftieth year in business. That, of course, is Bonne Bell.

Some of us have been lucky enough to visit the unusual Georgetown Row complex that is company headquarters there. And a few of us have had a peek at the drawings of the new manufacturing plant that will be ready this fall. As you might suspect, it won't look at all like a factory, but will suggest the rural charm of a blue-grass thoroughbred horse farm.

Behind these exciting creations is a bright and refreshing fellow, who has turned Bonne Bell into

to find propellants that present the greatest consumer advantages should circumstances dictate the replacement of the propellants presently used.

Until those circumstances arise, the use of the current fluorocarbons is in order. Clearly, we do not believe that there is good reason at this time to formulate away from FC-11 and FC-12.

an extension of his own personality. He loved tennis, got to be a darned good player, and, sure enough, Bonne Bell became a staunch backer of the USLTA and, later, the sponsor of the Bonne Bell Cup matches. In skiing, the same thing happened. As he got sharper on skis, the company became actively involved with the U.S. ski team. It developed a line of products aimed at protecting skiers. That catchy slogan, "Out there you need us, Baby" became "Out there you need Bonne Bell," when he embraced backpacking, mountain climbing, and, especially, running.

He and his wife, Julie, jog to the office every morning. They have even run in a 26-mile marathon together. It's a pleasure to introduce a man who literally runs around with his wife—the president of Bonne Bell—Jess Bell.

## The First 50 Years were the Easiest: How to Survive as a Family Business

Jess A. Bell, Bonne Bell Co.

The business called Bonne Bell began in 1927 with the establishment by Jesse G. Bell of a cosmetic company in Cleveland for the purpose of manufacturing and marketing cosmetic products. He had previously been a salesman for a wide variety of products, finally with a cosmetic company in Kansas City. The company had a general line of products, primarily creams and lotions, until the company purchased a formula and rights to 10-0-6 lotion from a Cleveland chemist. It quickly became the company's leading product and expanded the company's potential market and retail outlets enormously. The success of this product led the company into a wider range of skin care products for all ages, but particularly for the youth market.

The big crisis in the company's development came during the late 1960's when great inducements were made to merge the Bonne Bell company into very large conglomerate enterprises. After firmly

facing and rejecting this alternative, Bonne Bell, Chairman of the Board, and Jess Bell, President and Chief Executive Officer, have directed the company toward balanced national and international growth. The third generation of Bells is John Eckert, Managing Director of Bonne Bell, Canada, and son of Bonne Bell and William J. Eckert, Vice President—International for the company.

The newest development in the Bonne Bell story is the construction of a new manufacturing and shipping headquarters in Westlake, Ohio. This new 100,000 square foot plant on an 18-acre site will bring all of Bonne Bell's manufacturing, shipping, and laboratory facilities under one roof. From the street, the new Bonne Bell factory will look more like a Kentucky horse farm rather than a modern manufacturing plant. This building will be known as the Robert W. Gould Memorial Building and pay tribute to the man who was the first Vice President

and Director of Laboratories for Bonne Bell. Joseph J. Sunseri, Vice President, Manufacturing, directs the technical aspects of manufacturing. Carl Snell is Director of Research and Quality Control with extensive new laboratories in this new manufacturing building.

At Bonne Bell, one of the most important aspects of doing business has always been our relationship with our suppliers. The word here, I think, is involvement. We feel it's to our advantage to involve these people in our plans and promotions and products just as soon as we can and to really depend upon their expertise to help us send to the marketplace the very best products and packaging that we possibly can afford. As an example of the close relationship of the suppliers to the company is the development of a new fragrance in the company's line. Bob Elias, Elias Fragrances, created the name and new fragrance for "Wild Oats" which the company is just now introducing in their new men's line.

One of the potentially most serious problems with a family enterprise like this is in the shift in ownership and control from generation to generation. A change of government regulation has recently made it possible for the Bonne Bell Company to plan on the very interesting and, we believe, effective solution to this problem. The employees Retirement and Pension Program is now buying Bonne Bell stock from the family. As this program continues, the employees will gradually own a larger and larger percentage of the company until it should eventually

be an entirely employee-owned enterprise. This is our dream for the future of Bonne Bell and for the continuing development of this company as an independent enterprise.

The next 50 years will be an exciting and rewarding experience for this company and for the entire industry. As long as we look forward to providing the public with safe and effective products and are ready for the changes that take place in society, then our businesses will stay healthy for everybody concerned.

The 23rd Annual Symposium of the American Society of Perfumers has been scheduled for April 14, 1977, at the New York Hilton. The chairman of the symposium is John Porter.