Tylenol on top lespite scare

ite was the ping this anniversary would threwale rke of Johnson & Johnson. keapitche It was last Sept. 29 that the rerybody a st of seven Chicago residents ce in a quared in agony from cyanide inin Tylenol capsules, the ry's most popular pain re-

owboysals of their req g rookie def he deaths and the resultant ongy of Oktrookie defer onal panic, which prompted ompany to withdraw Tylerom the market temporariadd tamperresistant pack-, are still raw in the memf officials at Johnson & on's corporate headquarn New Brunswick, N.J. sefore the cyanide scare,

looked to show record profor the pharmaceutical

he annual report instead itled, "An eventful year," s cover featured a tiny pic-of a Tylenol bottle. No er comment seemed neces-

ere may never have been a comparable trauma. cine cabinets throughout country were stripped of nol. Even David Clare, on & Johnson's president, ted he had "some hesitathe first time he tried to w a Tylenol after the inci-

isn't that easy to put be-," Burke said in an inter-"It still permeates the com-But no one's obsessed with tory in gan

tragedy in fact turned be a triumph of sorts for on & Johnson, justifying ompany's faith in its own ation and management

definitely think Johnson & is as strong as before, oellen Fisher, an analyst ne investment house of an Stanley. "If anything, it lidified the company's cor-e strategy and their confiand ability to deal with

nol sank from 35 percent pain reliever market share ercent after the Chicago rs. Johnson & Johnson's esearch showed half their ar users did not intend to product again.

10 months after its reto the market, Tylenol is gain the leading pain rethe nation, having reed about 80 percent of its arket share.

sbeen a remarkable recovey. "Sales have picked up a more than \$400 million

ohnson & Johnson's only na this year. In March, the any recalled its prescripsurfaced of fatal allergic

tions to the drug.
They immediately pulled it he market, at an enormousings penalty," said France, stimated the Zomax withal cost Johnson & Johnson million in U.S. sales.

e company recently reed June quarter profits of .5 million, about even with ne period last year. Sales \$1.5 billion, up 4 percent. Johnson & Johnson's provere somewhat disappointthe flat earnings were due e to mundane problems like strong U.S. dollar than to nol repercussions, analysts

his is a company that's realriously affected by currency ersions," said Ms. Fisher. nson & Johnson's re-

United Press International sponse to the Tylenol crisis was NEW YORK — "I was kind of both conservative and radical. It moved quickly to shore up its ack and an away, to tell you the truth," reputation as a reliable family of a ball by Board Chairman James friend, and made it clear it was willing to risk a great deal of

"They did a very good job," said Bruce Miller, senior vice president at Rabin Research Co., a Chicago marketing consultant. "They operated very quickly. They were able to recapture consumer confidence by being very straightforward, and going to the heart of the matter—which was packaging." Johnson & Johnson immedi-ately recalled all Tylenol cap-

sules on the market, at a pre-tax cost of \$100 million. It tested more than 8 million capsules, and fielded more than 2,000 calls from the press in the days following the poisonings.

Six weeks after the tragedy, the company announced it was reintroducing Tylenol in a new triple-sealed container.

Once the safety issue had been addressed, the company moved to get Tylenol back in America's medicine cabinets quickly — before consumers replaced their hastily-discarded bottles of pain reliever with a competitor's brand.

The tragedy turned out to be a triumph of sorts for Johnson & Johnson, justifying the company's faith in its own reputation and management policies.

Johnson & Johnson virtually offered a free bottle of Tylenol to any household that wanted one. It blanketed the country with newspaper coupons good for \$2.50 off the price of Tylenol — making the smaller bottles cost-free. A special hot line accepted calls from consumers

who wanted coupons.

Meanwhile, 2,250 Johnson &
Johnson sales people made
more than 1 million visits to
physicians and other medical personnel, seeking support for the Tylenol reintroduction.

The company regarded support from the medical community as crucial since most Tylenol users first received the pain reliever in a hospital or reported it was recommended by a doctor. If he had to do it again, Burke

says, he isn't sure he'd do anysaid Joseph France, who with drug trade for Smith made in the days following the tragedy are a blur.

The thing that makes us feel - our philosophy of e loss of Tylenol sales was doing business was vindicated."

Johnson & Johnson is a decentralized company which permits a great degree of freedom to its individual units.

The company has a credo, written by late J&J Chairman Robert Wood Johnson, which stresses the social responsibility of business.

'Every time business hires, builds, sells or buys it is acting for the people as well as for itself and must be prepared to accept full responsibility," it says in

Burke, who has made credo indoctrination sessions a requirement for new management employees, referred to the principles constantly when he announced Johnson & John-son's comeback plans last November, and urged consumers "not to allow our lives to be ruled by acts of terrorism.

These days, he suggested, the credo seems less saccharine, "more pragmatic."

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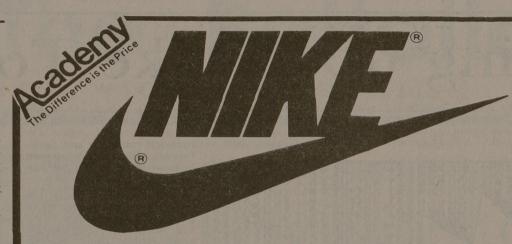
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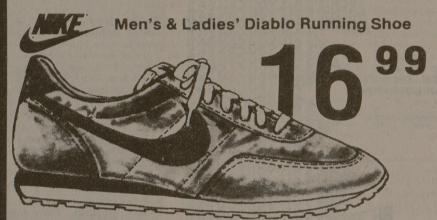
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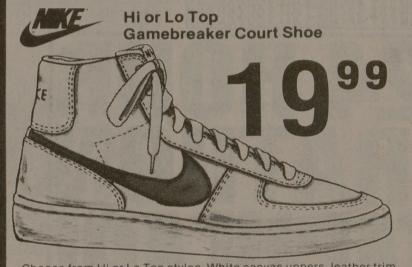
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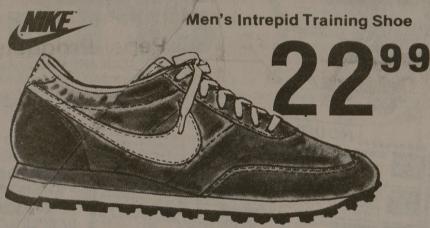
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