

Reputation Management



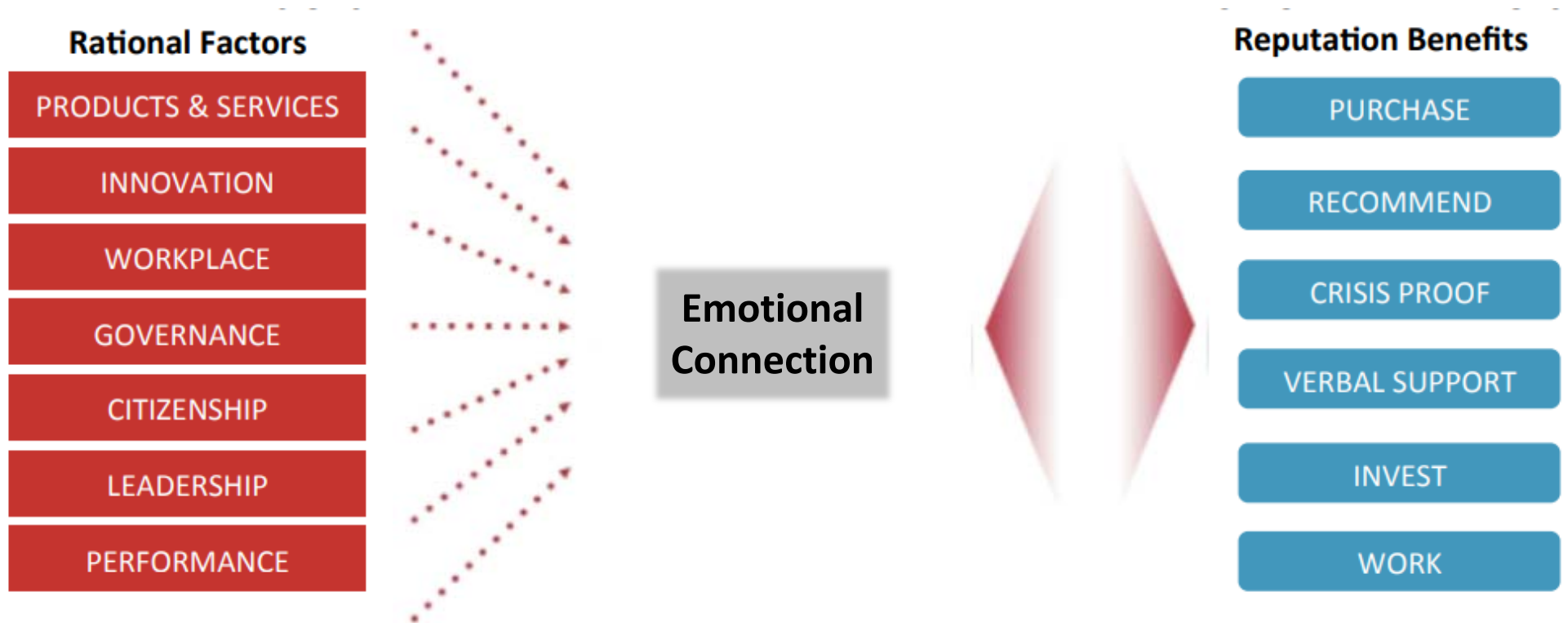
COMM 386R
Tamar Milne
October 25, 2017

Agenda

1. Debrief on Cotter Costumes' crisis communications
2. Reminder: components of reputation
3. Case studies: Tylenol, Pfizer



Shaping Reputation – and Reaping Benefits



Related: Johnson & Johnson's Tylenol, 1982



THE LAWRENCE DAILY

JOURNAL-WORLD

Sunday

October 3, 1982

Lawrence, Kansas

124 pages • Vol. 124, No. 276

50 cents

Chicago mayor bans Tylenol; trail of cyanide widens

CHICAGO (AP) — Mayor Jane Byrne banned the sale of all Tylenol in Chicago on Saturday and hundreds of frightened residents turned in bottles of the medicine to police stations as a cyanide-planted in Extra-Strength Tylenol victim.

Tylenol Claims Seventh Victim

As the trail of poison continued to widen, cyanide also turned up in an unopened bottle of the capsules that was pulled from the shelves of a suburban drugstore as part of the investigation. That means bottles containing tainted capsules of the pain reliever had been for sale in at least four stores in the Chicago area.

The Illinois attorney general has blamed a "madman" for the poisonings, but the Cook County Medical Examiner said he could not rule out "factory error" because of the disclosure that cyanide is used in testing at the Tylenol factories. A spokesman for the manufacturer dismissed that possibility, saying cyanide is kept in an area far from where the capsules are produced.

Mrs. Byrne, who Friday had urged stores to strip all Tylenol products from their shelves, declared the ban Saturday. She acted "under heavy duress" in the city health code, "a" according to a spokesman for her office.

The U.S. Food and Drug Administration has urged consumers nationwide not to use any Extra-Strength Tylenol capsules for the time being.

Paula Prince, 35, a flight attendant, was found dead Friday night in her seventh floor apartment on the city's Near North Side, the first victim from within the city limits instead of the suburbs. A few steps from her body was a 24 capsule bottle of Extra-Strength (See TYLENOL on Page 6A)

ings, but the Cook County Medical Examiner said he could not rule out "factory error" because of the disclosure that cyanide is used in testing at the Tylenol factories. A spokesman for the manufacturer dismissed that possibility, saying cyanide is kept in an area far from where the capsules are produced.

Mrs. Byrne, who Friday had urged stores to strip all Tylenol products from their shelves, declared the ban Saturday. She acted "under heavy duress" in the city health code, "a" according to a spokesman for her office.

The U.S. Food and Drug Administration has urged consumers nationwide not to use any Extra-Strength Tylenol capsules for the time being.

Paula Prince, 35, a flight attendant, was found dead Friday night in her seventh floor apartment on the city's Near North Side, the first victim from within the city limits instead of the suburbs. A few steps from her body was a 24 capsule bottle of Extra-Strength (See TYLENOL on Page 6A)

The Illinois attorney general has blamed a "madman" for the poisonings, but the Cook County Medical Examiner said he could not rule out "factory error" because of the disclosure that cyanide is used in testing at the Tylenol factories. A spokesman for the manufacturer dismissed that possibility, saying cyanide is kept in an area far from where the capsules are produced.

Mrs. Byrne, who Friday had urged stores to strip all Tylenol products from their shelves, declared the ban Saturday. She acted "under heavy duress" in the city health code, "a" according to a spokesman for her office.

The U.S. Food and Drug Administration has urged consumers nationwide not to use any Extra-Strength Tylenol capsules for the time being.

Paula Prince, 35, a flight attendant, was found dead Friday night in her seventh floor apartment on the city's Near North Side, the first victim from within the city limits instead of the suburbs. A few steps from her body was a 24 capsule bottle of Extra-Strength (See TYLENOL on Page 6A)



Associated Press Wirephoto
UNITED FLIGHT ATTENDANT PAULA PRINCE, 35
Authorities believe she died before warnings were issued

Suspect Tylenol Found In Fla.

By The Associated Press
Extra-strength Tylenol capsules from one of two suspect batches connected with the deaths of six people in Illinois have been found in three Florida cities, according to a spokesman in the Food and Drug Administration's Atlanta district office.

The pain reliever, all from lot number MC2880, was found in Jacksonville, Pensacola and Miami, the spokesman

distributed from the warehouse. "The important thing," he said, "is for consumers not to use any Extra-Strength Tylenol in capsule form," regardless of the control number on the box.

No Tylenol from the second suspect batch, marked 191810, has been found in Florida, the spokesman said.

Jesus Delafont, manager of the Navarro Pharmacy in Miami's Little Havana, said the lot was found in a box of capsules that had been purchased at a Walgreens drug store in the city's Near South Side, Mayor Jane Byrne and police announced at a news conference that ended after midnight.

"They took the Tylenol off the

that were implicated, lots MC2880 and 191810, were recalled nationwide by the manufacturer, McNeil Consumer Products Co., a subsidiary of Johnson & Johnson.

ABOUT 150 PEOPLE are working full-time on the investigation, including 75 from 15 local, state and federal agencies in a task force headed by Illinois Atty. Gen. Tyrone Fahner. Chicago police have 25 detectives working on the Prince case, and 41 chemists are doing lab analyses and checking for latent fingerprints.

Fahner met Saturday night with investigators who spent the day "in the field," but he declined to comment whether any new leads had

developed. Chemists at the medical examiner's office said they filled empty Tylenol capsules with cyanide to see how long it would take for the highly corrosive poison to affect the shell. But Fahner declined to reveal whether the test yielded any new leads.

"We're giving out what we feel we can," said a member of an investigative task force, who asked not to be identified. "We can't comment on things that might in any way jeopardize the investigation."

Fahner also declined to say whether the task force had commissioned a psychological profile of who may be responsible for the poisoning.

That was the first time the deadly poison had been traced to anything other than the McNeagle Extra-Strength Tylenol bottle that was discovered inside one carport at a home in the North Branch neighborhood in the Puget and Drug Administration.

Officials had previously recalled bottles with the lot numbers MC2880 and 191810. The red-and-white bottle found in the bathroom of Mrs. Prince's seventh floor apartment carried the number 191810A.

Mrs. Prince, who lived alone, failed to report to work Thursday, leading officials to believe she died. Her body was found in her apartment on the fifth floor of the building.

A task force headed by Illinois Attorney General Tyrone Fahner was set up to coordinate efforts of 15 local, state and federal agencies. Twenty-three pills, recovered in the bottle purchased by Mrs. Prince's pediatric nurse, were tested today.

Two other pills, recovered in a bottle purchased at a Walgreens drug store in the city's Near South Side, Mayor Jane Byrne and police announced at a news conference that ended after midnight.

"They took the Tylenol off the

that were implicated, lots MC2880 and 191810, were recalled nationwide by the manufacturer, McNeil Consumer Products Co., a subsidiary of Johnson & Johnson.

ABOUT 150 PEOPLE are working full-time on the investigation, including 75 from 15 local, state and federal agencies in a task force headed by Illinois Atty. Gen. Tyrone Fahner. Chicago police have 25 detectives working on the Prince case, and 41 chemists are doing lab analyses and checking for latent fingerprints.

Fahner met Saturday night with investigators who spent the day "in the field," but he declined to comment whether any new leads had

developed. Chemists at the medical examiner's office said they filled empty Tylenol capsules with cyanide to see how long it would take for the highly corrosive poison to affect the shell. But Fahner declined to reveal whether the test yielded any new leads.

"We're giving out what we feel we can," said a member of an investigative task force, who asked not to be identified. "We can't comment on things that might in any way jeopardize the investigation."

Fahner also declined to say whether the task force had commissioned a psychological profile of who may be responsible for the poisoning.

that were implicated, lots MC2880 and 191810, were recalled nationwide by the manufacturer, McNeil Consumer Products Co., a subsidiary of Johnson & Johnson.

ABOUT 150 PEOPLE are working full-time on the investigation, including 75 from 15 local, state and federal agencies in a task force headed by Illinois Atty. Gen. Tyrone Fahner. Chicago police have 25 detectives working on the Prince case, and 41 chemists are doing lab analyses and checking for latent fingerprints.

Fahner met Saturday night with investigators who spent the day "in the field," but he declined to comment whether any new leads had

developed. Chemists at the medical examiner's office said they filled empty Tylenol capsules with cyanide to see how long it would take for the highly corrosive poison to affect the shell. But Fahner declined to reveal whether the test yielded any new leads.

"We're giving out what we feel we can," said a member of an investigative task force, who asked not to be identified. "We can't comment on things that might in any way jeopardize the investigation."

Fahner also declined to say whether the task force had commissioned a psychological profile of who may be responsible for the poisoning.

That was the first time the deadly poison had been traced to anything other than the McNeagle Extra-Strength Tylenol bottle that was discovered inside one carport at a home in the North Branch neighborhood in the Puget and Drug Administration.

Officials had previously recalled bottles with the lot numbers MC2880 and 191810. The red-and-white bottle found in the bathroom of Mrs. Prince's seventh floor apartment carried the number 191810A.

Mrs. Prince, who lived alone, failed to report to work Thursday, leading officials to believe she died. Her body was found in her apartment on the fifth floor of the building.

A task force headed by Illinois Attorney General Tyrone Fahner was set up to coordinate efforts of 15 local, state and federal agencies. Twenty-three pills, recovered in the bottle purchased by Mrs. Prince's pediatric nurse, were tested today.

Two other pills, recovered in a bottle purchased at a Walgreens drug store in the city's Near South Side, Mayor Jane Byrne and police announced at a news conference that ended after midnight.

"They took the Tylenol off the

that were implicated, lots MC2880 and 191810, were recalled nationwide by the manufacturer, McNeil Consumer Products Co., a subsidiary of Johnson & Johnson.

ABOUT 150 PEOPLE are working full-time on the investigation, including 75 from 15 local, state and federal agencies in a task force headed by Illinois Atty. Gen. Tyrone Fahner. Chicago police have 25 detectives working on the Prince case, and 41 chemists are doing lab analyses and checking for latent fingerprints.

Fahner met Saturday night with investigators who spent the day "in the field," but he declined to comment whether any new leads had

developed. Chemists at the medical examiner's office said they filled empty Tylenol capsules with cyanide to see how long it would take for the highly corrosive poison to affect the shell. But Fahner declined to reveal whether the test yielded any new leads.

"We're giving out what we feel we can," said a member of an investigative task force, who asked not to be identified. "We can't comment on things that might in any way jeopardize the investigation."

Fahner also declined to say whether the task force had commissioned a psychological profile of who may be responsible for the poisoning.

that were implicated, lots MC2880 and 191810, were recalled nationwide by the manufacturer, McNeil Consumer Products Co., a subsidiary of Johnson & Johnson.

ABOUT 150 PEOPLE are working full-time on the investigation, including 75 from 15 local, state and federal agencies in a task force headed by Illinois Atty. Gen. Tyrone Fahner. Chicago police have 25 detectives working on the Prince case, and 41 chemists are doing lab analyses and checking for latent fingerprints.

Fahner met Saturday night with investigators who spent the day "in the field," but he declined to comment whether any new leads had

developed. Chemists at the medical examiner's office said they filled empty Tylenol capsules with cyanide to see how long it would take for the highly corrosive poison to affect the shell. But Fahner declined to reveal whether the test yielded any new leads.

"We're giving out what we feel we can," said a member of an investigative task force, who asked not to be identified. "We can't comment on things that might in any way jeopardize the investigation."

Fahner also declined to say whether the task force had commissioned a psychological profile of who may be responsible for the poisoning.

That was the first time the deadly poison had been traced to anything other than the McNeagle Extra-Strength Tylenol bottle that was discovered inside one carport at a home in the North Branch neighborhood in the Puget and Drug Administration.

Officials had previously recalled bottles with the lot numbers MC2880 and 191810. The red-and-white bottle found in the bathroom of Mrs. Prince's seventh floor apartment carried the number 191810A.

Mrs. Prince, who lived alone, failed to report to work Thursday, leading officials to believe she died. Her body was found in her apartment on the fifth floor of the building.

A task force headed by Illinois Attorney General Tyrone Fahner was set up to coordinate efforts of 15 local, state and federal agencies. Twenty-three pills, recovered in the bottle purchased by Mrs. Prince's pediatric nurse, were tested today.

Two other pills, recovered in a bottle purchased at a Walgreens drug store in the city's Near South Side, Mayor Jane Byrne and police announced at a news conference that ended after midnight.

"They took the Tylenol off the

that were implicated, lots MC2880 and 191810, were recalled nationwide by the manufacturer, McNeil Consumer Products Co., a subsidiary of Johnson & Johnson.

ABOUT 150 PEOPLE are working full-time on the investigation, including 75 from 15 local, state and federal agencies in a task force headed by Illinois Atty. Gen. Tyrone Fahner. Chicago police have 25 detectives working on the Prince case, and 41 chemists are doing lab analyses and checking for latent fingerprints.

Fahner met Saturday night with investigators who spent the day "in the field," but he declined to comment whether any new leads had

developed. Chemists at the medical examiner's office said they filled empty Tylenol capsules with cyanide to see how long it would take for the highly corrosive poison to affect the shell. But Fahner declined to reveal whether the test yielded any new leads.

"We're giving out what we feel we can," said a member of an investigative task force, who asked not to be identified. "We can't comment on things that might in any way jeopardize the investigation."

Fahner also declined to say whether the task force had commissioned a psychological profile of who may be responsible for the poisoning.

pain-killer gave its latest poisoning scare?

When seven people died after taking cyanide-contaminated Tylenol in Illinois in 1982, many marketing professionals said the brand was dead. But Tylenol bounced back.

Johnson & Johnson for their statements of the durability of the aspirin-free painkiller. The New Brunswick, N.J.-based company was widely applauded for how it handled the Chicago case, and it was again hit with a blow from Food and Drug Administration Commissioner Frank Young for its handling of the latest incident.

Following the Chicago deaths, Johnson & Johnson set up consumer hot lines, recalled 22 million bottles of Tylenol capsules, answered 2,200 media inquiries and joined an industry-wide effort to develop new tamper-resistant packaging.

Johnson & Johnson estimates it spent hundreds of millions of dollars designing the triple-sealed package, which it used to bring back Tylenol capsules in December 1982. The incident knocked Tylenol from its spot as the leader among over-the-counter painkillers with 25 percent of the market. Industry analysts said it fell as low as 8 percent share.

By the end of 1983, however, Tylenol was back on top with 25 percent of the \$1.8 billion market, according to Joseph Bonicatti of the investment firm Bear, Stearns & Co. in New York.

After Eberly's death, traced to Tylenol purchased at a supermarket in Bensenville, Johnson & Johnson urged consumers not to use Tylenol. In limited production of Tylenol capsules, including production of triple-sealed capsules.

Johnson & Johnson's "sell or return" policy was widely praised for its independence and candor. The company's decision to "sell or return" capsules was widely praised for its independence and candor.

In a statement, the company said it "will not sell or return capsules that are not tamper-resistant." The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.

The company's decision to "sell or return" capsules was widely praised for its independence and candor.



The Associated Press
Johnson & Johnson uses several devices to make Tylenol tamper-resistant: a tough foil membrane stretched over the bottle's mouth and a tight, plastic band sealing the cap to the neck of bottle.

are doing the best that can be done to protect the consumer?"

Johnson & Johnson's chairman, James E. Burke, expressed confidence Friday in the Tylenol brand, but said he wanted to hear from consumers before deciding on a resumption of production of Tylenol capsules.

"The consumer is king in this country, and the consumer should be heard," he said.

"Give the American consumer the

are doing the best that can be done to protect the consumer?"

Johnson & Johnson's chairman, James E. Burke, expressed confidence Friday in the Tylenol brand, but said he wanted to hear from consumers before deciding on a resumption of production of Tylenol capsules.

"The consumer is king in this country, and the consumer should be heard," he said.

"Give the American consumer the

are doing the best that can be done to protect the consumer?"

Johnson & Johnson's chairman, James E. Burke, expressed confidence Friday in the Tylenol brand, but said he wanted to hear from consumers before deciding on a resumption of production of Tylenol capsules.

"The consumer is king in this country, and the consumer should be heard," he said.

"Give the American consumer the

Tylenol, “Teaching Model”

TIME

CRIME

How Poisoned Tylenol Became a Crisis-Management Teaching Model

Jennifer Latson

Sep 29, 2014

Tylenol, “America’s Most Admired Lawbreaker”

The New York Times

***Risk on All Sides as 4,800 Women Sue
Over Johnson’s Baby Powder and Cancer***

By TIFFANY HSU SEPT. 28, 2017

Case Study

“There were a lot of Pfizer-firsts for this campaign.”

“...today, people want to ‘feel’ a brand... They are looking for brands with a soul.”



“Because with reputation, you gain it in drops and lose it in gallons.”

“If it looks too much like pharma, it’s not right.”

“...‘ROR’: ‘Return on Reputation’ is our indicator.”

Key Takeaways

What are your key takeaways?

- Identify key audiences
- Analyze how they “see” and “feel” your company
- Think in terms of:
 - Products/Services
 - Innovation
 - Workplace
 - Governance
 - Citizenship
 - Leadership
 - Performance
- Identify appropriate communication and engagement channels



Reminders

Register by Monday to do Reputation Audit assignment individually or as a pair

Check out revised schedule in Course Outline

