

Changing Times

A Newsletter for the Teaming for Now and Tomorrow Process

Bristol-Myers Squibb Company, East Syracuse, N.Y.

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Fermentation Output Team Saves \$798,000

Ask anyone in the manufacturing business . . . improving the manufacturing process of a 54 year-old product is difficult, if not impossible.

But this is not the case when BMS Syracuse employees are called to the task.

Fast at work in looking at ways to further improve productivity of antibiotic production, several teams have been chartered over the last two years. Teams including Tank turn around, Fermentation Output Team I, Schedulizer, Maintenance and PCTs have accrued millions of dollars in savings.

Now, two years into the process, Fermentation Output Team II has secured additional savings.

It all started with an idea Senior Scientist Allen "Spence" Spencer had five years ago. He thought that by increasing the amount of nutrients at a certain stage of the fermentation process, the organisms which eventually make penicillin, might increase their mass. By doing this, he also thought that the organisms or seeds would mature earlier, which would allow them to move more quickly into the next stage of manufacturing. But Spencer never had the time or the resources to bring the idea to fruition.

Then came TNT.

Once teams were established at BMS, Spencer had the opportunity to lead a team of employees to see if this idea could work.

The Fermentation Output Team II (FOT 2) was formed. The team included: Spencer as team lead, Mark Mascari, Alan Wong, Dave Dunbar, Steve Usiatynski, Bob Klaisle, Bruce Eagan and Bill Reschke. Les Mintzmyer served as team champion with Dennis Elderbroom as coach.

Through experimentation with the 1,000 gallon tank in Fermentation, the team was able to acquire the appropriate analysis that backed up Spencer's original idea. In order to get the analysis, the team worked with the equipment and expertise of Bruce Eagan in Biotechnology Development.

They made some preliminary runs in the 1,000 gallon tank which showed positive results. It wasn't long before team members could see that this idea could make a difference. "We knew that the BMS Syracuse budget was stretched and we all felt very proud that our team had a major impact on the bottom line of our plant in 1997," said team member Mark Mascari. Over a couple of months, the team judiciously incorporated the new plan into manufacturing.

"By increasing the nutrients by 30 percent at the 1,000 gallon level, the seeds matured earlier, which meant that the product moved into the next stage of the process 10 hours earlier," said Spencer. **Even with adding 30 percent more nutrients, the team has calculated a \$798,000 annual savings with this project.**

"It is this type of innovative, out-of-the box thinking, followed up by a lot of hard work, that made this idea a reality," said Larry Leatherman, Sr. Director of Operations. "I am more convinced than ever that the TNT process allows us to utilize our employee's knowledge to create and implement innovative ideas," he added.

Not resting on its success, the next generation (or FOT 3 Team), will look to see if this idea can be applied in any other areas.

Time and Attendance Goes High Tech

As part of the Company's commitment to growth, employees are witnessing conversion to high tech computer systems at every opportunity. One of those opportunities is the paper-driven system of time card reporting. The Company's Financial Shared Services (FSS) initiative, headed in Syracuse by Kathy Kolodziejczyk, plant controller, has received the green light to automate the time card reporting system.

The project team which is led by Manager, Finance, Planning and Analysis, Michael Sayles, consists primarily of technical staff; as the project requires computer and financial expertise. However, employees who are affected by the time card reporting system will be consulted in numerous ways including focus groups.

The project will take the entire year with expected full implementation by January 1, 1999.

Numerous technologies are being explored, such as card-swiping, keyboard input, even hand print identification. Similar systems are being implemented at other BMS manufacturing sites. The team will visit those sites to understand the impact and learn from their experience.

"This is a technical challenge unlike any we have encountered in payroll before," said Sayles. "But beyond ensuring absolute accuracy, our major goal is to enhance our productivity. Therefore employee input on implementation will be very important as we move along in the process." Look for updates on this project in future employee newsletters.