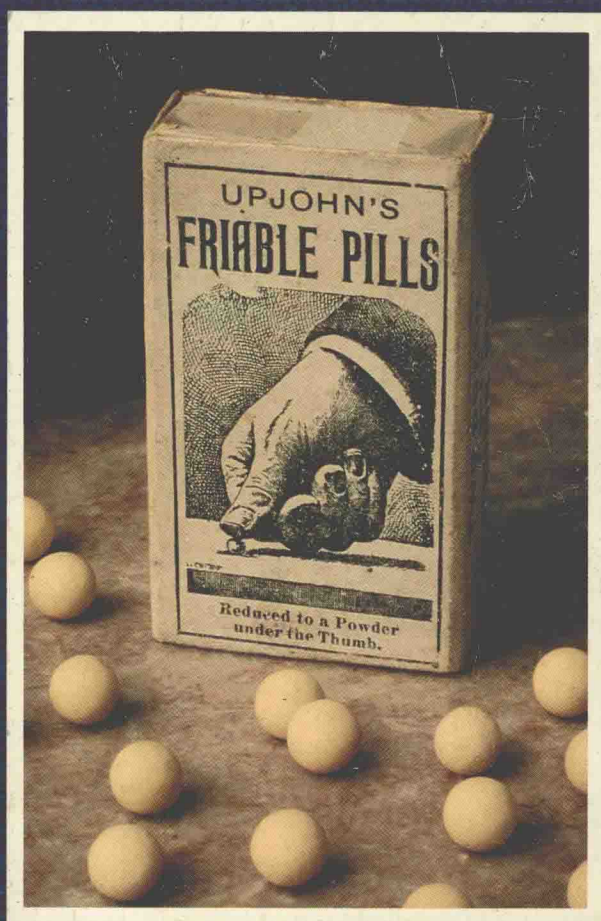


# A CENTURY OF CARING

The Upjohn Story



by Robert D.B. Carlisle

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# Foreword

When Dr. W. E. Upjohn developed his friable pill one hundred years ago and thus began the history of The Upjohn Company, he had in mind a number of things, not the least of which was that he wanted to build something that would last.

Last it did, and the story of its growth and contributions to science and society is well documented in the pages that follow.

Yet it would be a mistake to think the whole story is here. The Upjohn Company is a human enterprise, and its story is filled with individual achievements and the intangibles of the human spirit, such as courage, loyalty, and dedication, which are impossible to portray fully on the printed page of history.

But the essence of Upjohn is here—the abiding concern for people, the insistence on quality products and the highest business principles. These and the contributions of Upjohn people have indeed made our first hundred years a century of caring.

A handwritten signature in black ink, reading "R. T. Parfet Jr." in a cursive script.

R. T. PARFET, JR.  
Chairman of the Board  
and Chief Executive Officer  
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# Preface

The differences between pharmaceutical research and development (PR & D) and writing a centennial history of a drug manufacturer are not as huge as one might think. Each demands a heavy amount of time. Each calls for its own brand of painstaking research and for spreading the load among a variety of skilled individuals.

Before either drug or text sees the light of day, each must survive the trip through a gantlet of exacting analyses and tests. The individuals concentrating on one process or the other are equally concerned about winning an eventual blue ribbon. And if there is more pure science along the road of PR & D, creation of a volume such as *A Century of Caring* is no less challenging.

Of crucial importance to either project are the *precedents*. This document has several ancestors. First and foremost, it drew actively on the voluminous, thoughtful, history-capturing memos written over a number of years by the corporation's second chief executive, Dr. L. N. Upjohn, and his associates. In 1951 the company commissioned Robert Burlingham to write *The Odyssey of Modern Drug Research*; this was followed a decade later by Leonard Engel's *Medicine Makers of Kalamazoo*. Both volumes proved informative.

Like PR & D, writing a century's worth of a corporation's history requires something widely visible at The Upjohn Company, something of which the firm is properly proud: teamwork. *A Century of Caring* benefited from that every step of the way. Charles T. Mangee, corporate vice president for public relations, boosted the project along at critical intervals. From start to finish, Robert D. LaRue, manager of corporate editorial services

and long experienced as both writer and editor, served as "managing editor," making the final decisions on where and what to change. Recommendations on layout and picture selections came from Katrina S. Schuur, art director for professional communications. For the book's publisher, The Benjamin Company of Elmsford, New York, Virginia Schomp, vice president and editorial director, analyzed each line for comprehensibility and style.

Day to day, a Kalamazoo-based team gave the process an extraordinary level of support — dredging through reams of old publications, probing earlier interviews for insights, dissecting for new information. Jeff Palmer and James W. Armstrong III, aided by Jane Parikh, built and sustained this lifeline of activity. Their tireless efforts were managed by Upjohn's centennial coordinator, Philip R. Sheldon, who guided the venture through two summers and two winters with admirable poise, effective problem-solving, and transfusions of timely humor.

What follows on these pages reflects the kind of intense time and toil that PR & D's professionals understand. Here you will find a happy dependence not only on Dr. L. N. Upjohn's historical accounts and the company's earliest files but also on fragments of well over 150 interviews in Kalamazoo, Boston, Raleigh-Durham, Puerto Rico, North Haven, and Brussels, Belgium. This wealth of information has been transformed into a centennial history only because a strong, compatible team shared the project's laboratory bench for so many intense months. *A Century of Caring* resulted because that small team did care.

ROBERT D. B. CARLISLE

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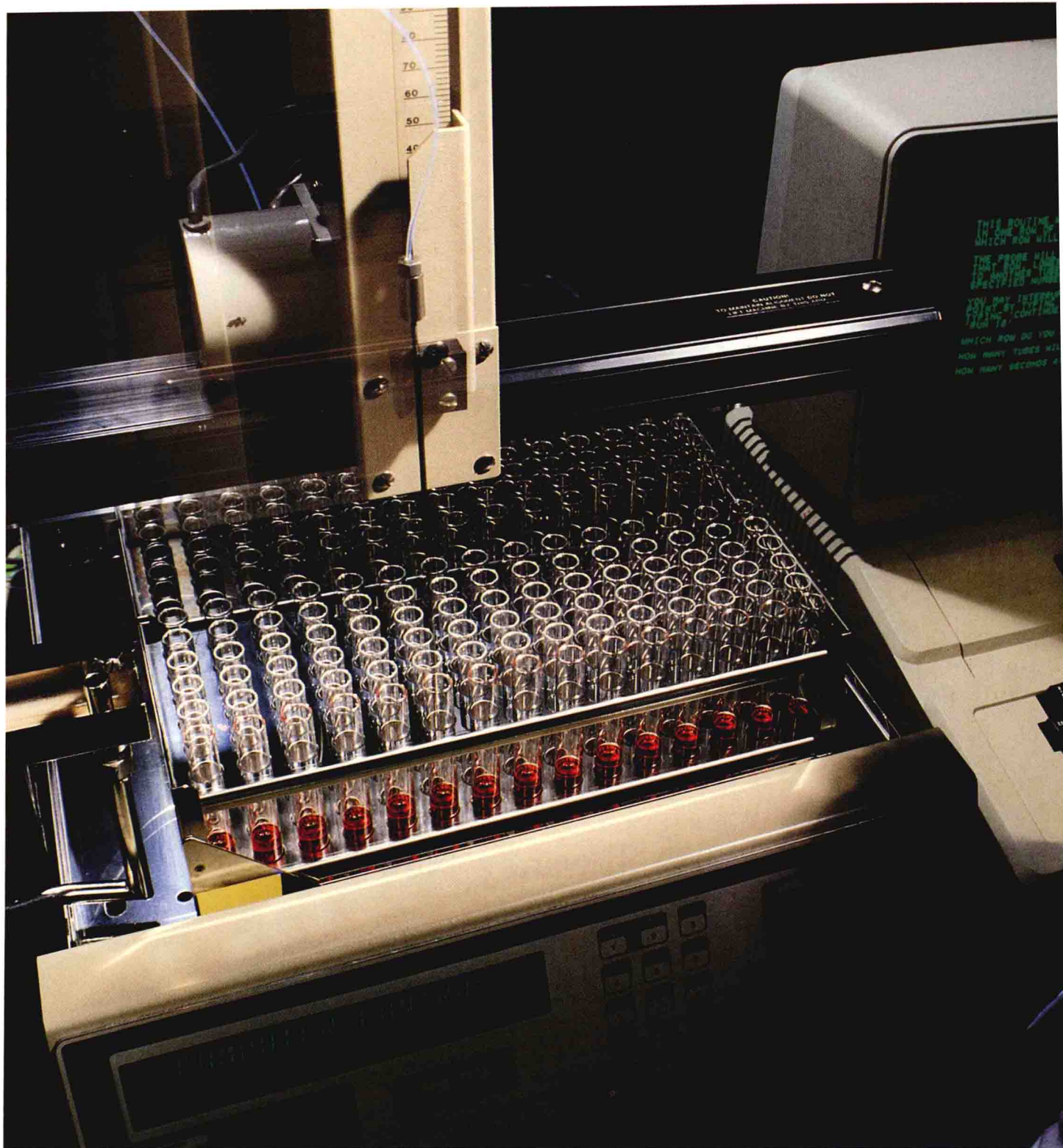
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## CHAPTER ONE

# A NEW DAY, A NEW CENTURY

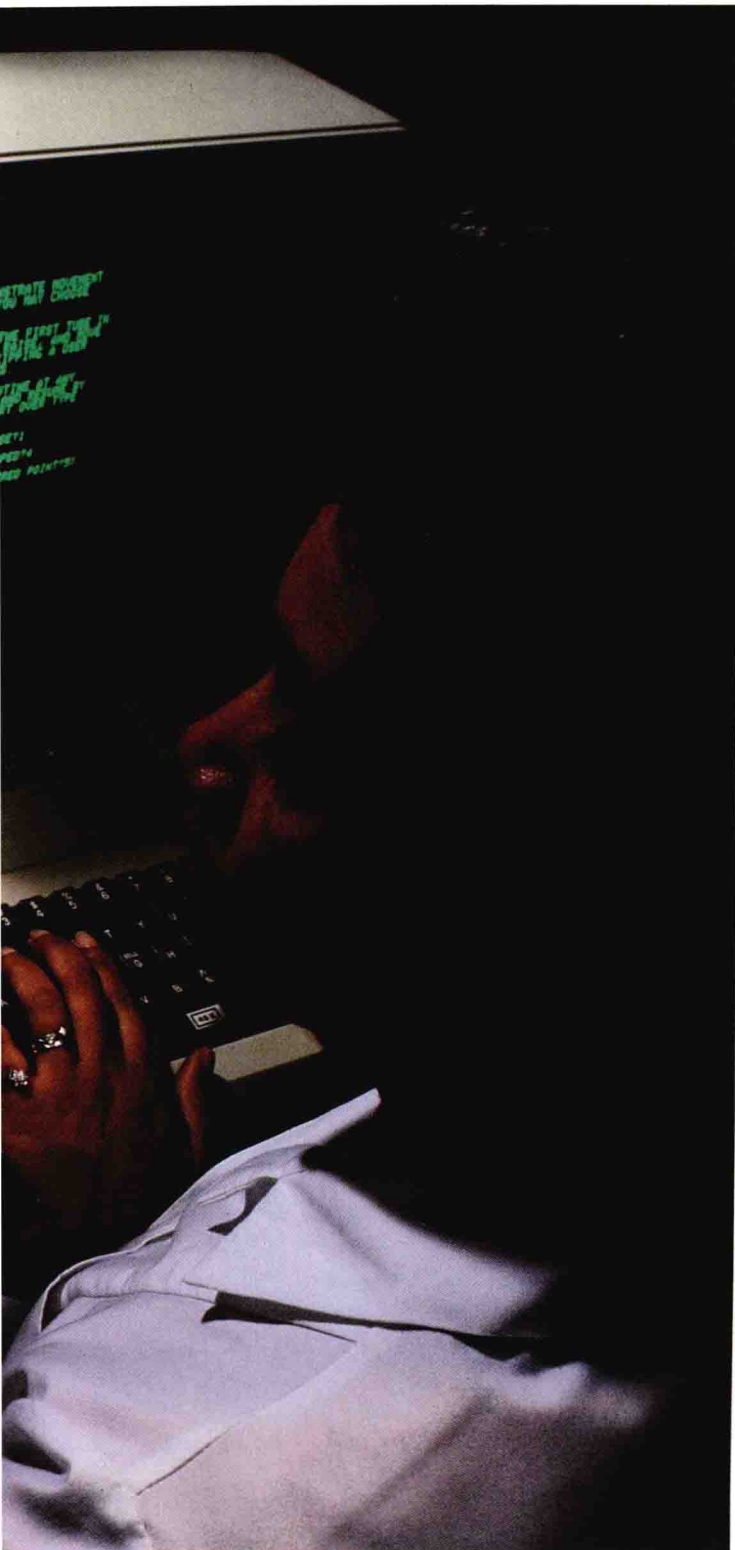
Dawn has just broken over the Kalamazoo plain. It is April 1986, and the surge of spring in southwestern Michigan is near. At The Upjohn Company, a new workweek is beginning.

At Building 156, next to the huge manufacturing facility Building 41, Pharmaceutical Manufacturing Supervisor Brad Meisling slides out of his car after the 30-mile drive from his lakeside cottage. The time is 6:30 A.M. Entering 156, he dons his uniform and walks out to check the Penicillin Processing line where at 7:05 his work force of 18 will resume labeling bottles, stamping them with lot numbers, filling cases, and preloading syringes with Albadry for the veterinary market. Jackie Talbert, an Upjohn employee for 26 years, also arrives at 156 at 6:30 with the other line personnel. Uniformed, they cluster in the cafeteria for coffee.

At 7:00 A.M. Kalamazoo time, it's only 5:00 A.M. in Phoenix, Arizona, but Warren J. Plants is already stirring there. As Asgrow vegetable seed sales rep for Arizona and New Mexico, he's getting ready for a six o'clock breakfast with one of the 100 farmers on his route.

7:00 A.M. on Kalamazoo's Portage Road. Electrician Don Jewett, hard hat on, heads for the eight sites in and around "Tin City," the Fine Chemicals manufacturing area that he has to check every Monday morning. His first stop is the incoming switch gear, the main fuse box for the entire Portage complex. Any breakdown there and the whole site could be out of business.

By 7:30, attorney Sid Williams of Patent Law is studying a sheaf of papers in his Building 32 office. At 8:00, he'll meet with the managing patent counsel, the patent counsel, and their office manager. They'll review the status of a pending case, then talk over new policies affecting their personnel.



In Puerto Rico, Group Manager Luis Acevedo scans his Monday schedule at the modern Upjohn manufacturing facility west of San Juan, where his operators turn out Upjohn's nonsteroidal anti-inflammatory drugs. He slips on a hair cover and a new *cubra barba*, the gauzy mask for his moustache, and swings off on a tour of the brightly lighted facility with its state-of-the-art production equipment.

Ward Bost, executive director, pharmaceutical business strategy, walks into Building 88, corporate headquarters, in Kalamazoo at 7:45 after a 20-mile trip from Gull Lake, east of town. Usually he listens to his car radio on the way to work, but today he used the time to sort out late thoughts for the twin meetings he coordinates every Monday: the Pharmaceutical Operating Committee at 8:15, and the Pharmaceutical Steering Committee at 10:00. Those sessions shape Upjohn's planning for discovering, making, and marketing new drugs.

By 8:00, activity has shifted into high gear throughout the company's Kalamazoo operations. Sales Representative Carol Smith has pulled up to a building downtown shared by two internists. She finds one in early and gets a few minutes with him. "Doctor, I wonder if you've seen this new clinical study of anxiety in cardiovascular patients," she begins.

The key men in the Office of the Chairman are convening informally at 8:00 this April Monday. Chairman and Chief Executive Officer Ted Parfet, Vice Chairman Dr. Ted Cooper, and President Larry Hoff need to talk over some special items on the agenda for the 10:00 A.M. Pharmaceutical Steering Committee session. They'll also cycle through topics for their regular Monday noon meeting.

In Public Relations, Administrative Secretary Mary Vilardo has just had time to log on to her Xerox Star computer and check the morning harvest of mail when her phone wakes up. This first call has no surprises. Someone wants to know about topical minoxidil solution, Upjohn's compound for treatment of male pattern baldness. When is the Food and Drug Administration going to approve it? Will it work for women? How can you sign up to be part of a field study? Mary listens, then rolls a two-minute tape to give the caller answers to the most frequent questions about the drug.

In the Lovell Street lobby of Pharmaceutical Research and Development (PR & D), Ann Berger, Ph.D., shows her I.D. to Security. She's left her two children at a day-care center and now she's going to her lab on the seventh floor to resume observing T-cells she's been cultivating for the Biotechnology unit.







(left) An Asgrow Seed Company employee unloads O's Gold No. 682 hybrid seed corn at the production facility in Parkersburg, Iowa. Asgrow, part of the Upjohn Agricultural Division, maintains production facilities for its vegetable and agronomic seeds in seven countries.

(izquierda) Un empleado de la Compañía Asgrow Seed descarga semilla de maíz híbrida O's Gold No. 682 en la instalación para producción en Parkersburg, Iowa. Asgrow forma parte de la División Agrícola de la casa Upjohn y mantiene instalaciones para la producción de sus semillas vegetales y agrícolas en siete países.

(à gauche) Un employé de la société Asgrow Seed décharge un lot de semences de maïs hybride du type O-Gold No. 682, au centre de production de Parkersburg, dans l'Etat de l'Iowa. La société Asgrow, qui fait partie de la division agricole d'Upjohn, possède des centres régionaux de production de semences de légumes et de semences agronomiques dans sept pays.

(左) アイオワ州パーカーズバーグの生産施設で「オーズゴールド№682」トウモロコシ交配種子をおろすアズグロ種子会社の従業員。アップジョン農業部門の一部であるアズグロは各種野菜の種子生産施設を7ヶ国で運営している。

(right) A production worker inspects a vial of sterile solutions at Korea Upjohn Ltd., The Upjohn Company's subsidiary in Wa Woo Ri, South Korea, one of 18 pharmaceutical manufacturing plants throughout the world. All told, the Upjohn label appears on 250 products, marketed in over 150 nations.

(derecha) Un operario de Producción inspecciona soluciones estériles en la subsidiaria de Upjohn, en Wa Woo Ri, Corea del Sur, que es una de sus 18 plantas manufactureras farmacéuticas en el mundo. En conjunto, la etiqueta Upjohn aparece en 250 Productos, a la venta en más de 150 países.

(à droite) Un ouvrier à la production vérifie un flacon de solutions stériles à l'usine principale de la société Upjohn de Corée. La filiale d'Upjohn à Wa Woo Ri, en Corée du Sud, est l'un des dix-huit centres de fabrication de produits pharmaceutiques de cette société à l'étranger: L'étiquette Upjohn figure sur 250 produits commercialisés dans plus de 150 pays.

(右) 韓国ワルリにある子会社、韓国アップジョン社で滅菌溶剤のびんを検査する従業員。韓国の施設は世界に展開している医薬品製造工場18のうちのひとつ。アップジョンは250種の製品を150ヶ国以上で販売している。

Meanwhile, Compensation Representative Sheri G. Hudachek has parked at Building 88 after the 28-mile drive from her Battle Creek home. Among her tasks this Monday will be talking to colleagues in Employee Relations about the job experiences of new hires and internal transfers, then working up a salary recommendation for each individual.

By 8:15, the 38 professionals in the molecular biology section headed by Leonard Post, Ph.D., are grouped in a conference room. One or another of the scientists will take the floor in a few moments to update the others on research progress.

Meanwhile, in Puurs, Belgium, the afternoon sun is sloping behind the big Upjohn manufacturing plant. Sales Trainer Pierre Perne is lecturing three new sales representatives about the company's product line for treatment of central nervous system disorders. At 2:30, Pierre and the marketing recruits go for coffee and a chat about the material they've covered.

As coffee break concludes in Belgium, Hospital Sales Representative John Hall is working his way through the halls of the Duke University Medical Center in Durham, North Carolina. This has been part of his assignment for 14 years, and he exchanges a friendly word or two with almost everyone he passes. He spots a resident he's wanted to see and offers him a pamphlet about a recent medical study. Six states to the north, Medical Science Liaison Bob Thompson is beating a similar path through the offices of Boston's Massachusetts General Hospital. He has a date to see the hospital's chief of psychopharmacology about fresh findings in an extensive clinical study, underwritten by Upjohn, on the use of the company's Xanax in the treatment of panic disorders.

It is now 9:00 A.M. (EST). Ruth Lauer, R.N., a supervisor in the Upjohn HealthCare Services office in Rocky River, Ohio, is visiting the home of two octogenarian clients. One needs a change of dressing, the other is recovering from a stroke and pneumonia. Ruth will tend to their needs until a nurse's aide reports for duty.

By the time Ruth Lauer completes her call, Jackson B. Hester, Jr., Ph.D., a senior scientist at PR & D in Kalamazoo, is settling down for a day of supervising other researchers and sifting through data on tests of possible agents for treating cardiovascular diseases. He also wants to do some thinking about reshaping molecules to make effective drugs. He'll be among the last to leave the building at day's end.

At 10:00 A.M. in Kalamazoo, it is only 7:00 A.M. at Upjohn's agricultural experimental station in San Juan Bautista, California. Research Plant Scientist III, Wayne Fowler, Ph.D., has already driven onto the grounds. This April Monday, he's going to survey his eight-week-old tomato plants now rising a good four inches above the earth and still wet from overnight irrigation.

These are some of the people of Upjohn. They represent nearly 21,000 men and women who conduct the company's business in 600 buildings at 100-odd sites in at least 50 nations. The products they create, manufacture, and market reach consumers in 160 countries. This year of 1986 is the 100th anniversary of their company.





These individuals and their enterprise have covered quite a distance since Dr. William E. Upjohn first set out to sell his innovative “friable” pills a century ago. And what a mix of tasks today’s employees handle! Around the world, executives, scientists, tradesmen, accountants, secretaries, sales representatives, production line workers, and thousands more do the daily work that makes up The Upjohn Company.

From the Office of the Chairman on down, these people operate in teams that harness their diverse skills and increase their effectiveness. At any one time, there’ll be as many as six New Product Project Teams in session, each coordinating the efforts to steer a new compound to the market. Meanwhile, other people will be clustered in perhaps 20 New Indication and Formulation Systems committees. And then there are whole laboratories and production lines that are teams unto themselves.

But whether they work in groups or alone, Upjohn’s 21,000 employees invest their skills and their days in finding ways to improve the health and well-being of mankind. Their dedication and loyalty are the envy of the competition. Because of them, Upjohn ranks among the top 15 drug firms in the world, with sales of more than \$2 billion. Because of them and their predecessors, a small southwestern Michigan experiment weathered the challenges of a remarkable century and grew to be a dynamic corporation known and respected throughout the world.



(left) Two Fine Chemicals Division employees overlook a chemical storage tank in the steroid processing area in Portage, Michigan. The Chemical Division makes products ranging from bulk steroids and antibiotics to photochemicals, pigments, dyes, and ag/vet chemicals.

(izquierda) Dos empleados de la División de Productos Químicos Refinados inspeccionan un tanque con sustancias químicas almacenadas en el área de procesamiento de esteroides en Portage, Michigan. La División Química hace productos que van desde esteroides y antibióticos en grandes volúmenes, tintes y productos químicos útiles en el Sector Agropecuario.

(à gauche) Deux employés de la division chimie fine d'Upjohn observent un réservoir de stockage de liquides chimiques au centre de traitement et de fabrication des stéroïdes à Portage, dans le Michigan. La division chimique d'Upjohn fabrique divers types de produits, allant des stéroïdes en vrac aux antibiotiques, des photochimiques aux pigments, colorants, et produits chimiques agricoles et vétérinaires.

(左) ミシガン州ポーテージのファインケミカル部門のステロイド処理工場で化学製品のタンクを見る作業員。ファインケミカル部門では、ステロイド、抗生物質、光化学製品、顔料、染料、農薬など広分野にわたる製品を生産している。

(right) An Upjohn HealthCare Services (UHCS) registered nurse in Cleveland, Ohio, attends to an elderly patient at his home. More than 60,000 full- and part-time UHCS “caregivers” in the U.S. and Canada serve the in-home and institutional health care needs of people of all ages.

(derecha) Una enfermera titulada de los Servicios de Salud Upjohn (UHCS) en Cleveland, Ohio, atiende a un paciente de edad avanzada en su hogar. Más de 60,000 “cuidadoras” empleadas de tiempo completo o de media jornada en todos los Estados Unidos y Canadá prestan servicios de enfermería en hogares e instituciones al cuidado de la salud.

(à droite) Une infirmière diplômée des Services de santé Upjohn à Cleveland, dans l'Ohio, s'occupe d'un patient âgé dans son foyer. Plus de 60.000 assistants médicaux à plein temps et à temps partiel de ce service, tant aux Etats-Unis qu'au Canada, donnent des soins aux enfants comme aux personnes âgées.

(右) オハイオ州クリーブランドで老人患者に自宅で付きそうアップジョン・ヘルスケア・サービスの登録看護婦。パートタイムを含めて6万人以上のアップジョン・ヘルスケア・サービス従業員が米国カナダで自宅又は施設で療養するあらゆる年齢の人々の看護をしている。