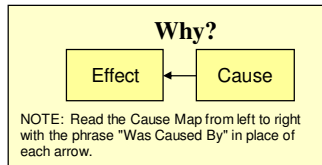


Step 1. Outline

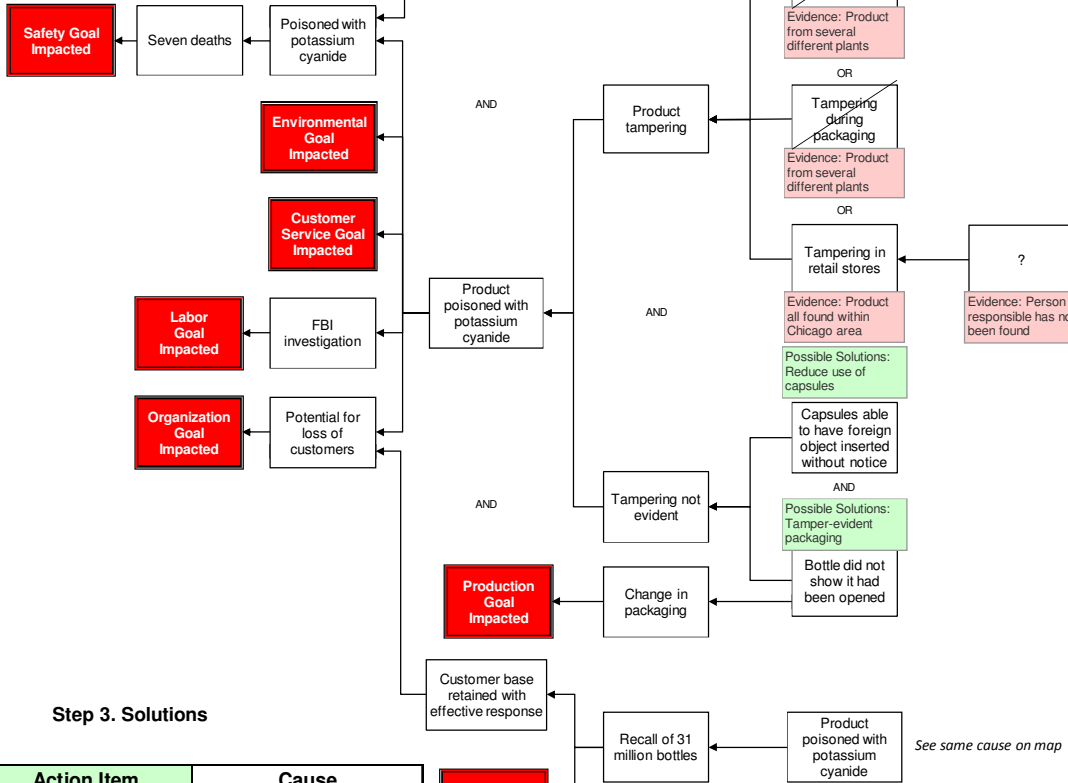
What	Problem(s)	Seven deaths
When	Date	Late 1982
	Time	N/A
Where	Different, unusual, unique	Capsules easy to contaminate
	State, city	Chicago area
	Product	Extra-strength Tylenol capsules
	Task being performed	Poisoned with potassium cyanide

Impact to the Goals

Safety	Seven deaths	
Environmental	Product poisoned with potassium cyanide	
Customer Service	Potential for loss of customers	
Organization	Change in packaging	
Production-Schedule	Recall of 31 million bottles	>\$100 million
Property, Equip, Mts	FBI investigation	>\$100 million
Labor, Time		
Frequency	Rare, but several copycat incidents have occurred	Annualized Cost ?



Step 2. Cause Map



Tylenol Poisoning Chicago, 1982

Timeline

Date	Time	Description
September 29, 1982		Twelve-year-old dies after taking contaminated Tylenol
		Three related persons die after consuming contaminated pills in Arlington Heights, IL
		Three additional deaths in Elmhurst and Winfield, Illinois
		Cook County's chief toxicologist finds Tylenol capsules contain high levels of cyanide
		Police issue warnings around Chicago neighborhoods
		Possibility of sabotage during production ruled out
		Johnson & Johnson distributes warnings to hospitals, distributors
		Tylenol production, advertising halted
October 2, 1982		Contaminated Tylenol bottle discovered removed from a Chicago suburb drug store
October 5, 1982		Nationwide recall of Tylenol products
		Advertisement for individuals not to consume products with acetaminophen
		Johnson & Johnson offers to exchange capsules for solid tablets
November 11, 1982		News conference announcing reintroduction of Tylenol products in triple-seal tamper resistant product
December 13, 1982		FBI agents take suspect into custody
		Suspect convicted of extortion, sentenced to 20 years in prison
May 1983		Congress approves "Tylenol Bill" making malicious tampering of consumer products a federal offense
1989		FDA sets national requirements for over-the-counter products to be tamper-resistant
1995		Suspect released on parole
Early January 2009		Illinois authorities renewed investigation and searched suspect's home
January 2010		Suspect and wife submitted DNA samples and fingerprints
May 19, 2011		FBI requests DNA samples from Ted Kaczynski

Step 3. Solutions

No.	Action Item	Cause
1	Reduce use of capsules	Capsules able to have foreign object inserted without notice
2	Tamper-evident packaging	Bottle did not show it had been opened

