



SOUTH CAROLINA
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SCMEP Success Stories

Helping South Carolina Companies Grow



Joint vision: Top-performing company BD works with SCMEP to implement strategy



BD has long enjoyed a reputation as one of the world’s top businesses in the field of medical technology. Established in 1897, the company conceives, builds and sells medical devices, instrument systems and reagents through its three worldwide business segments: BD Medical, BD Diagnostics and BD Biosciences.

Along the way, it has become one of the best-performing healthcare technology firms in the world, recognized annually since 2005 by FORTUNE magazine as one of “America’s Most Admired Companies.” With headquarters in Franklin Lakes, N.J., BD employs roughly 29,000 people in about 50 countries. The company counts healthcare institutions, scientists and researchers, clinical labs, the pharmaceutical industry and the public among its clients.

The company’s facility in Sumter, S.C., services the diagnostic sector via the BD Diagnostics - Preanalytical Systems unit, with a focus on enhancing health quality for patients. In line with BD’s corporate philosophy, the Sumter plant is committed to continuous improvement. Dating to 2000, SCMEP has assisted BD-Sumter with developing strategy, vision and mission to support the business unit on three separate occasions.

“When it comes to developing organizational agility and capability in order to stay at the head of the pack, SCMEP has the expertise to help accomplish that,” said Robert Fauvie, BD’s plant manager in Sumter.

Creating a Shared Vision

As a private, nonprofit group, SCMEP routinely helps South

Carolina businesses craft solutions to drive growth and improvement. The BD facility in Sumter has sought assistance from the manufacturing extension program of SCMEP. The current plans for BD-Sumter call for improving operational effectiveness and simplifying operations to boost productivity in the 800-employee plant.

“We do a lot of things well,” said Fauvie. **“But there can be a benefit to working with experts who bring valuable experience to the table.”**

The SCMEP plan sets out to change the way an organization works through shared vision, one of the most powerful tools for motivating a group and fostering the cultural change vital for progress.

The process proceeds through three phases:

- **Discovery:** Collecting information directly through a cross-section of employees, counting leaders and associates, across all levels of the organization.
- **Feedback:** Furnishing leaders with the data.
- **Creating the actual vision:** The group process designed to generate and sustain a shared strategy for the business.

In the case of BD-Sumter, strategy is reviewed and updated on a two to three year cycle, and the current plan is scheduled to conclude in fiscal year 2012. Each time, the plan is driven by BD-Sumter’s associates from all levels of the plant.

“It’s not just a high-level strategy that the leadership team puts together,” Fauvie said. **“Obviously we have a lot of input into it, but the process is pushed along by our associates as we discuss our strengths and opportunities, and our weaknesses and threats. And we figure out how we overcome those threats, and how we build upon our strengths.”**

The buy-in and participation is tremendous. By involving associates in the process, the need to “sell” becomes limited. Honesty is encouraged, and through a shared sense of pride, ownership, and commitment, vision quickly becomes reality.



“This process has promoted associate engagement. People want to be part of developing a plant strategy” Fauvie said. “It’s kind of a unique thing to say, ‘Hey, I helped to create that and I have a stake in it.’”

Buy-In Tied to Benefits

Clearly, SCMEP’s involvement allows BD-Sumter to profit financially, another incentive for continued collaboration between the two groups. The operational goals, set through vision and strategy, give BD-Sumter a clear picture of where the organization needs to be.

“For example, let’s pick an arbitrary waste goal,” Fauvie said. “How do we get to that goal? We develop specific objectives and dive into them to find opportunities. With several different units, each contributes to how we cut waste.”

Implementation also works seamlessly within the framework of a large corporation such as BD. In 2008, corporate revenues exceeded \$7.15 billion, and just last year, BD’s Board of Directors voted to increase annual dividends by 15 percent, the 36th consecutive year of dividend increases for the company.

With much at stake, the plant must be on board with the goals of the worldwide business unit. It’s similar to coalition work as SCMEP members visit BD corporate headquarters to gain perspective on the overall direction of the business.

“Strategy is really linked to overall objectives for the worldwide business unit and the corporation,” Fauvie explained. “It’s not just going out and conducting interviews within these four walls. It’s also obtaining feedback from these groups to align our strategies.”

Guiding Light

With SCMEP’s direction, the road map to success becomes clearer. A proven process and established resources combine for improved performance, as SCMEP pledges to complete the undertaking on time and within budget.

“By working with SCMEP, the experience has been much more fluid,” Fauvie says. “They’ve been able to supply us with a repository of information.”

In all, BD-Sumter and SCMEP have worked together for nearly 10 years. In the areas of consultancy, linking to business unit strategy, and overall guidance, SCMEP has been an important partner, contributing to the ongoing success of BD-Sumter. With this collaboration, the future looks bright for both BD-Sumter and for the manufacturing sector in South Carolina.