About Client

The client is one of the top-ranked leading pharmaceutical companies of the world, with their operations based in India. The client is having 6000+ employees. The client deals majorly in generic and specialty products.

The client’s products are divided as oral solids and liquids, topicals & injectables & sterile. The client has over 200 generic and 5 specialty products.

**Objectives**

To trace the areas with high waste and eliminate the same

To improve the physical workplace

To sensitize team towards efficiency and productive measures

To implement visualization concepts at workplace

To improve material handling

**Analysis**

After detailed initial analysis exercise, following key improvement areas were identified and finalized:

- Lack of team orientation towards efficiency and productivity measures
- Measure for Throughput time be introduced
- Insufficient physical workplace audits
- Visual Workplace concepts were lacking
- Lack of linkages between information and material flow
- High wastes from different sources
- Lack of proper material handling
- Lack of process velocity and efficiency improvement initiatives
- System driven planning, work balancing mechanisms was missing
- Lack of improvement-oriented culture

**Approach**

- Gemba Visit
- Team training and orientation on the foundations of operational excellence and Five S (+ Safety)
- Data collection to study lead time observation and value adding ratios
- Physical workplace audit
- Recommending various steps for strengthening the operational excellence initiative
Project Implementation

Faber Infinite consultants helped the client in assessing and recommending steps for operational excellence by rolling out following steps:

- Visit to actual gemba (physical workplace) in various departments inside QC lab to observe various processes
- Team training and orientation was conducted on the foundations of operational excellence & Six S
- Team formation for raw material testing process study, finished product testing process study and Six S (Five S + Safety) roll out at one pilot zone
- Prepared indicative Process Map for Finish Product Testing for different products to know the value-adding ratio
- Process mapping for the actual workplace to understand the linkages between material and information flow
- Prepared Spaghetti Diagram to understand pattern of
  1. Product Flow
  2. Paper (Information) Flow
  3. People Flow
- Data collection and analysis for various lead time observations and value adding ratios (MUDA/Inefficiencies)
- Physical workplace audit for the existing Five S system in place and further improvement
- Proposed the improvement plan (roadmap) for implementation of VSM (Value Stream Mapping), DWM (Daily Work Management), visualized standards & elimination of NVA (non-value adding) activities

Results Delivered

Identified & traced the areas where waste was high

Recommended formation of cross functional teams to eliminate excessive Non-Value Adding activities

Recommended improved workplace organization & communication system for better coordination

Training for operational excellence was conducted

Operational Excellence Exercises like Value Stream Mapping, Daily Work Management & Lean was recommended

Sustenance

Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)

Visit Faber at www.faberinfinite.com for more information and a complete list of regional contacts or send us e-mail: consulting@faberinfinite.com