About Client

The client is India-based pharmaceutical manufacturing organization listed on BSE - engaged in the business of manufacturing, marketing and distribution of pharmaceutical products. Client offers wide range of tablets, capsules, liquid injection, cream in tubes and dry power injection, syrups among others. The plant is WHO-GMP and ISO-9002 certified with all the products matching equivalent international standards or requirements. It has presence in regions like Africa, CIS, Latin America, and South East Asia.

Objectives

To improve Material velocity
To improve Manpower Productivity
To increase Throughput
Improving Equipment Efficiency
Reducing Change Over Time

Analysis

Faber Infinite team conducted initial analysis, it reflected the following:

- Material Velocity / Throughput was low
- Manpower Productivity was low
- High Change Over Times
- Low Equipment Efficiency
- Improvement required in Physical Workplace

Approach

- Value Stream Mapping for throughput improvement
- Inventory management modules for improved inventory turnover
- Manpower Productivity improvement through Line balancing & Time and Motion Studies
- Quick change over concept to reduce change over time
- Equipment efficiency improvement through autonomous maintenance
- Five S (+Safety) for culture building
**Project Implementation**

Faber Infinite consultants helped the client in analyzing the key areas where operational excellence can be achieved by rolling out following steps:

**Value Stream Mapping**

Throughput improvement was proposed by eliminating various obstacles to flow via Value Stream Mapping.

**Inventory Management**

Improved inventory turnover ratios at various stages via different Inventory Management Modules

**Manpower Productivity Improvement**

Manpower Productivity Improvement (at packing lines) proposed by concepts of Line Balancing and Time & Motion Study

**Change Over Time Reduction**

Changeover Time Reduction at Packing Machines via Quick Change Over concept

**Equipment Efficiency Improvement**

Improving equipment effectiveness via pillars like Autonomous Maintenance & Planned Maintenance for all the equipment

**Culture Building**

Physical Workplace Improvement by Five S Implementation and culture building

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**Results Delivered**

**Manpower Productivity (packing lines)**

Manpower Productivity improvement from 0.9 tabs per person - sec to 1.9 tabs per person - sec (90% improvement)

**Inventory Turnover Ratio improvement possibility from ~6 turns to ~15 turns**

**Releasing hidden capacity of ~50 production hours per month at packing lines**

**Sustenance**

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