

Case Study

SECTOR - Pharmaceutical Industry

Six Sigma Implementation

Project: Reduction of Foreign Object in
Capsule

Company: P_IN_ABC

Six Sigma Implementation

YEAR
2012-13

SECTOR
Pharmaceutical

REGION
India, Asia

SCENARIO

P_IN_ABC is a very big pharmaceutical company serving for almost 5 decades and is the second largest manufacturer of empty hard capsules in the world. They offer a complete range of solutions beginning with empty capsules, granulation and coating, capsule filling, tableting, packaging films etc. Foreign object complaint strongly affects the reputation of the company. Such incidences results in financial loss to company in terms of Re-dipping, affecting OTD, increasing rework cost .It also leads to customer dissatisfaction which majorly affects the reputation of the company.

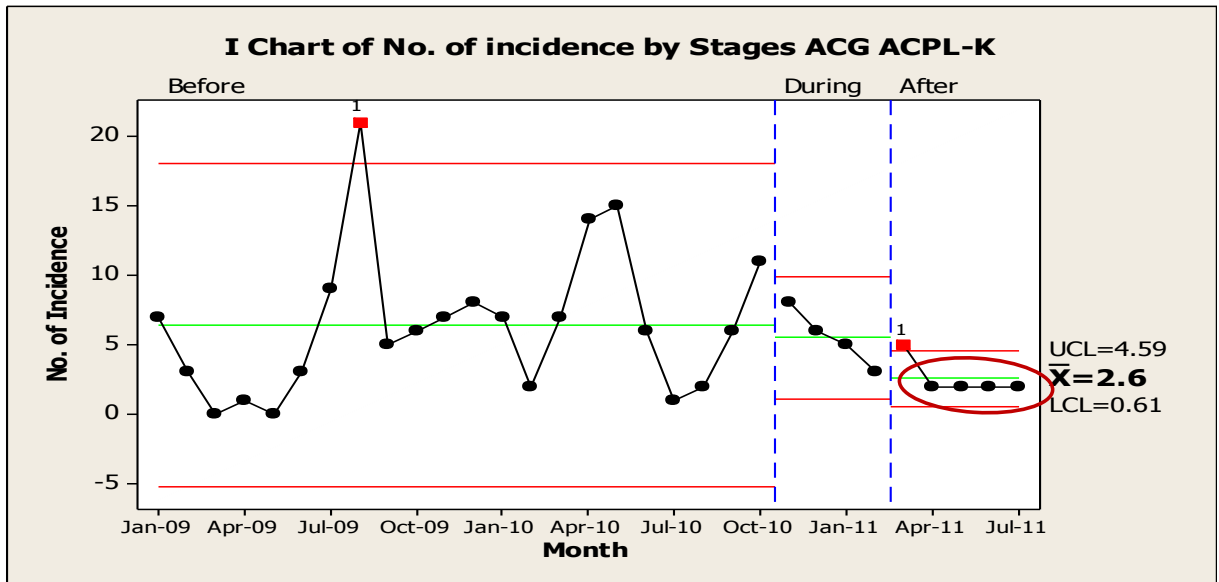


BUSINESS CHALLENGE

Control chart showed that at Kandivali the average number of incidences monthly was 7, at Dahanu it was 5.18 and at Shirwal it was 3. The DPMO was 739 at Kandivali, 707 at Shirwal and 389 at Dahanu. The goal was to reduce the average number of incidences per to zero and also to reduce the DPMO of the process.

SOLUTION

Improper handling of capsules was prevented by providing close container for capsule handling and also proper Capsule handling at counting stage. Failure of line clearance was avoided by doing 5 checks one after another. Extra arm length hand gloves and use of proper uniforms was employed to prevent capsules getting trapped in sleeves of uniform. Preparing layout for movement and to provide half door to restrict man movement. Six sigma methodology was employed to enhance customer satisfaction, reduce loss of reputation & business to the company. Completion of this project helped P_IN_ABC for long term business plans.



Inferences : Monthly Avg of 7 no. of incidence came down 2 no. till 25th July' 11

BENEFITS

The average number of incidences monthly at Kandivali has been reduced to 2 from 7, at Dahanu to 2 from 5.18 and at Shirwal it has been reduced to 1 from 3. Also the DPMO at kandivali has reduced from 739 to 231, at Shirwal from 707 to 365 and at Dahanu from 383 to 223. It has improved the presentation skills and also developed leadership skills along with systematic problem solving approach. It has also improved the customer loyalty with fewer customer complaints.

Financial Benefits:-

The financial benefits are around 0.79 lakhs per annum at Kandivali, 1.53 per annum lakhs at Dahanu and 0.729 lakhs per annum at Shirwal.



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