

Additional profit of US\$ 1.3 million delivered by reduction of changeover time by 44%

BUSINESS CASE

Organization trends

- A new Green Field site for the production of injectables is being setup with the investment of over US\$ 500 million
- The commercialization of the plant is already delayed by 7 months
- A further delay of an additional 12 months is expected due to multiple operational issues

Competition Trend

- Benchmark changeover (C) time:
 - For Minor C: 4.5 hours
 - For Major C: 6.5 hours

CHALLENGE

What is the challenge

- The changeover time for the manufacturing line is higher than the time prescribed in the planned commercial plan

Where is the challenge

- At the Vial filling line

When was the challenge identified

- Commercial rollout monitoring meeting

How much is the challenge

- As-is average changeover time for:
 - Minor C: 7.4 hours
 - Major C: 12.2 hours

IMPACT

What is the impact

- If the changeover time for the line is not decreased the production cannot meet the forecasted capacity as per the commercial plan

How much is the impact

- Estimated shortage of 10 million units for the first year due to non-commercialization of the plant
- The shortage is projected to increase year-on-year as the plan is to double the production year-on-year as per the commercial plan

TARGET

What is the Target

- Reduce the changeover time for the manufacturing line

How much is the Target

- Decrease the Minor changeover time to less than 5 hours
- Decrease the Major changeover time to less than 7.5 hours

OUTCOMES

Improved Profits

- Improved profits by US\$ 1.3 million during sample runs
- A much higher return is expected on full scale production

Leaders of Tomorrow

- Belief system within employees and management that the forecasted lag in meeting the plan will be reduced

Operational Outcomes

- Reduced the Minor changeover time to an average of 4.3 hours, which is **below the benchmark**
- Reduced the Major changeover time to less than 6.1 hours, which is **below the benchmark**

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