

PLIVA - ENGLSKI

COMPANY: PLIVA HRVATSKA D.O.O.

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CATEGORY OF BUSINESS CASE: Operational excellence, syrup production

NAME OF BUSINESS CASE:

The improvement of the production of syrup – value stream mapping (Value stream map – VSM)

DESCRIPTION OF THE TOPIC OF BUSINESS CASE:

The pharmaceutical industry has been going through significant and comprehensive changes in the way it does business for some time now, and these changes have resulted in the setting of new challenges for all of us.

BEFORE	TODAY	CHALLENGES
The production of patented <i>blockbuster</i> products	The patents on most such drugs have expired and they became a matter of public domain	Many pharmaceutical industries produce generic versions of the original drug, which makes the originator lose their market shares. At the same time, competition between the generic companies and the need for excellence rise.
“Ford’s model” of mass production of a small quantity of molecules (type of product)	A large number of very specific drugs of narrow therapeutic index for small and targeted groups of people. Small quantities per each individual product.	An increase in the complexity of the production of a large quantity of varied products. That what is produced must be produced faster today, in other words, the shortening of the whole process of production and distribution of the drug.

Pliva faces most of these challenges. In order to remain one of the most competitive members of the network of TEVA’s locations, we contemplate ways to increase our productivity to a higher level by using available resources and by applying the Lean methodology. Considering that all of the aforementioned challenges are inevitable, we are trying to simplify the processes to the point where their influence on production is minimal by using an innovative approach.

Your assignment is to:

Draw the current conditions – Record and, by using VSM, display graphically the existing conditions in the production of syrup on the basis of data that you will receive

Draw future conditions – By noticing opportunities for improvement on current conditions, develop and display graphically the future conditions of the production of syrup

Develop a plan of action – Meticulously develop a plan of action that will bring us from the current to the sought-after future conditions

ADDITIONAL INFORMATION:

Links and literature that can help you solve the case:

Books:

- “Learning to see (value stream mapping to add value and eliminate muda)”; Mike Rother, John Shook
- “Lean thinking”; Womack&Jones
- “Office Kaizen”; Lareau
- “Value stream mapping for the Lean Office”; Tapping&Shuker

Links:

- <http://leanmanufacturingtools.org/551/creating-a-value-stream-map/>
- VSM on google search – more than seven (7) million results

REQUIRED SOLUTION FORMAT:

All formats are acceptable (Word, PPT, tables and charts in Excel, PDF).

REQUIRED SOLUTION ITEMS:

1. A graphical representation of current and future conditions of VSM.
2. A detailed elaboration of defined actions which will lead to the sought-after future conditions (Project charter; From-To diagram)
3. The quantification and assessment of the benefit of future conditions.

THE AWARD CRITERIA:

Criterion	Rating	Total rating contribution	Total
Solution integrity – contains all required solution items	0-5	50%	
Creativity and innovation	0-5	30%	
Feasibility of solution	0-5	20%	
		Total:	

ADDITIONAL BENEFITS:

- The opportunity to visit Pliva during the making of case study:
 - First-hand inspection of the complete process of the production of syrup
 - Additional Q&A with representatives of the operation