

## USE OF STATISTICAL THINKING TO IMPROVE BUSINESS PROCESSES

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Novo Nordisk A/S, being one of the worlds largest producers of insulin for diabetes treatment, has an interest in constantly improving the quality of its products and the productivity of the production processes. A case from the capsule production in Novo Nordisk A/S is presented. There used to be a problem with the quality of the capsules, which led to a large number of defect items, yielding low stock. Then a number of actions were initiated to improve the situation. Among the activities were the education of employees in statistical thinking and the use of statistical process control. The results of the efforts were immediate. All employees obtained an understanding of the process. The cost from scrap alone was reduced by a factor of four from one year to the next.