GOA UNIVERSITY

DEPARTMENT OF MANAGEMENT STUDIES (MBA)

DONE BY

Ms. KUMARI SAKSHI

Roll no: - 2135

UNDER GUIDANCE OF

Mrs. PURVA HEGDE DESAI

YEAR

2021- 2022

MBA- Part 1

INTERNSHIP AT

SANOFI INDIA LIMITED

DECLARATION

I, Miss. Kumari Sakshi, declare that this summer internship project report at SANOFI INDIA LIMITED has been prepared by me during the period from 16th May 2022 to 8th July 2022 under the guidance of Prof. Purva Hegde Desai (Course Coordinator and Mentor), Goa University Department of Management Studies (MBA), Taleigao Plateau.

I also declare that this project has not been submitted nor shall it be submitted in future to any other university or institution for the award of any other Degree or Diploma.

Kumari Sakshi

Goa University

Department of Management Studies

Taleigao Plateau, Goa

ACKNOWLEDGEMENT

I am greatly indebted to my project guide **Mrs. PURVA HEGDE DESAI**, (Course Coordinator and Mentor) Goa University, Department of Management Studies (MBA) for her valuable guidance throughout the dissertation, without which the project undertaken would not have been accomplished at all.

I am also obliged to the Human Resource Head **Mr. SHAILENDRA BIDYE** for giving me this pleasant opportunity to do my internship in **SANOFI INDIA LIMITED**.

We express our deep gratitude to **Mr. ZICO JAMES DOURADO** (Key Supplies Operations Lead) for his valuable suggestions and information provided and help rendered during the course of my internship in his well-regarded observation.

A special thanks to all the teachers of MBA for their encouragement, guidance and valuable suggestions during the course of the project, which helped me in enhancing my work.

Last, but not the least, I would like to sincerely thank my parents for the constant support and encouragement rendered throughout the project.

Internship Certificate

sanofi

July 8, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Sakshi Kumari has completed her Internship Training at Sanofi India Ltd. from 18th May 2022 to 08th July 2022 in Lean Department.

We wish her all the very best in all her future endeavors.

for **Sanofi India Limited**

Shailendra Bidye
Site HR Head, Goa

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Corporate Identity Number : L24239MH1956PLC009794 Website: www.sanofiindialtd.com | www.sanofi.in Email: igrc.sil@sanofi.com

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Executive Summary

Sanofi is a French multinational healthcare company headquartered in Paris, France. Originally, the corporation was established in 1973 and merged with Synthélabo in 1999 to form Sanofi-Synthélabo. After several mergers and acquisitions, it changed its name back to Sanofi in May 2011.The Company manufactures prescription pharmaceuticals and vaccines.

Sanofi also develops cardiovascular, thrombosis, metabolic disorder, central nervous system, and oncology medicines and drugs. Sanofi is present 90 countries with 69 manufacturing sites in 32 countries and 21 R&D sites comprising medicines, clinical research and vaccines.

The CEO of Sanofi is Paul Hudson, the Chairman is Serge Weinberg. Goa Sanofi India Limited Plant Site Director is Mrs. Renee Amonkar. Sanofi India Limited unit has various departments which are as follows:

- **Production**

  The Production Department is headed by Mr. Sandeep Bharne. They are responsible for the entire production from the raw materials to the finished goods.

- **Quality Operation**

  This Quality Operation is headed by Nilesh Mhatre. They are responsible for quality assurance and quality control. It focuses on the process monitoring and process control from raw material to the finished goods. Therefore, it is divided into 2 departments Quality Control and Quality Assurance.

- ✓ Quality Control-This department is headed by Vincy Paul. They are responsible to test the drugs in their various stages of production, verifying that they are able to proceed to the next stage and release the manufacturing process in accordance with the regulations and specifications required for consumption.
- ✓ Quality Assurance- This department is headed by Ashwani Kumar. It is the process of vouching for integrity of products to meet the standard for the propose it is used. It is an obligation that ensures manufacturers to meet the needs of end-user needs in terms of safety, quality, efficacy, strength, reliability and durability.

Lean Department

This department is department is headed by Mr. Hareram Kamath. It focuses on the concept of continuous improvement efficiency and quality. The purpose of lean department is to produce value for the customer through the optimization of the resources, to eliminate any waste of time, effort or money by identifying each step in a business process and then cutting down that do not create value.

Finance and Accounting Department

The Finance and Accounting Department is headed by Mr Sri Niwas Parinam. They also have Manager, Assistant Manager, Trainee working for the same department. This department is also accountable for maintaining all files and transactions that are related with money and make sure that all the company's finances are being utilised and the records are being properly maintained.

Human Resource Department

This department is headed by the Human Resource Head Mr. Shailendra Bidye. This department is responsible for the entire workforce from the recruitment till the employees last working day. They are also accountable for Recruitment and Selection, Training and Development, Employee Benefits.

Company Profile

Sanofi India Limited is one of the entities through which Sanofi operates in India. It was incorporated in May 1956 under the name Hoechst Fedco Pharma Private Limited. Over the years, its name was changed to Hoechst Pharmaceuticals Private Limited, Hoechst India Limited, Hoechst Marion Roussel Limited and Aventis Pharma Limited.

Today, it employs more than 3,000 employees across India. It offers a wide array of medicines for therapy areas such as Diabetes Cardiology Thrombosis Central Nervous System and Antihistamines.

The products manufactured by the company are distributed in India and exported to many developed as well as developing countries including Germany, Australia, UK, Russia, Italy.

Sanofi India's 3 product viz, Lantus, Combiflam and Allegra feature in the top 100 pharmaceutical brand in India. The company has its own manufacturing facility at Goa and 12 contract manufacturing organizations (CMO's).

Sanofi's manufacturing site in Goa is located in Verna Industrial Estate. The facility, which performs manufacturing and packaging functions, became fully operational in 1999.An interim manufacturing facility was opened in 1997.

The Goa plant complies with Good Manufacturing Practices (GMP) standards. It has a modular design with its components built elsewhere and brought to the site for installation.

Adhering to the health and Safety Environment (HSE) norms, the facility has systems in place to safeguard its personnel, property and environment. The air-handling systems were designed to ensure there is no cross contamination of products and also to protect the workers and the environment from contamination.

POTER'S FIVE FORCES ANALYSIS

Threat of New Entry

- Threat of New Entry is low
  - ✓ High entry barriers due to the high cost associated with R&D (Research and Development) of new drugs.
  - ✓ Strict government regulations make it difficult for new entrants.

Threat of Substitute Product

- There are substitutes products of pharma products.
  - ✓ Huge competition in terms of substitute as the creation of generic products is very cheap.

Bargaining Power of Buyers

- Bargaining power of buyers is medium.
  - ✓ Hospitals, Healthcare organisation can exert pressure on pharmaceuticals companies to keep price in check.

Bargaining Power of Supplier

- Bargaining power of supplier is low
  - ✓ Pharma industry depends on upon several organic chemicals.
  - ✓ There are large number of chemical suppliers from which they can buy from.

Competitive Rivalry among Existing Firms

- Competitive Rivalry among Existing Firms is high.
  - ✓ Due to increasing demand of high-quality drugs.
  - ✓ Low-to moderate entry barrier to the new entrants.

PESTLE Analysis

Political Factors

- Most countries maintain frameworks that include guidelines about safety standards. If they failed to follow those regulations, the business may suffer severely.
- Government of some most countries try to gain control over the price of the pharma product to make it affordable for people.

Economic Factors

- As the economic conditions of the countries are developing with time, the income of individual has also increased. It allows them to buy the costlier drugs which was earlier beyond their reach.
- The researchers are constantly working on drug modification, resulting in more beneficial to the pharma industry. As people are buying those drugs, the pharmaceuticals industry is also growing and flourishing.

Social Factors

- Facing health conditions such as diabetes, thyroid, hypertensions the patients' needs continue medication to deal with it.
- Hence the sales of the pharmaceutical's companies are also increasing.

Technological Factors

- The research and biotechnological innovations have resulted in the production of drugs that are good in quality and have low production costs.

Environmental Factors

- The production of drugs results in the creation of different biotechnological pollutants. They may be hazardous for people's health.
- The company needs to take care of this waste to maintain the safety of the people. They may take up some corporate social responsibilities towards the environment.

Legal Environment

- If a company fails to adhere to the set guidelines, it may have to face legal proceedings.

SWOT ANALYSIS

Strength

- It provides proper safety measures.
- It has proper canteen facilities.
- It takes care of proper maintenance of equipment's.

Weakness

- It has only 2 business units in Goa and Anklaleswar.
- Low Research and Development productivity.

Opportunities

- Use of technologies to improve R& D and clinical outcomes.
- Population growth and increase of purchasing power of developing countries.

Threats

- Increasing pressure by government to reduce the costs.
- Global economy slowdown as major of company's revenue is based on the Export.

VRIN /VRIO Analysis

Valuable

The Sanofi's employees are a valuable resource to the firm. A significant portion of the workforce is well trained, and this leads to more productive output for the organisation.

Rare

The patents of Sanofi are a rare resource. These patents are not easily available and are not possessed by competitors. This allows Sanofi to use them without interference from the competition. Sanofi majorly focuses on the health and safety of the employees. They are also contributing to the environment friendly.

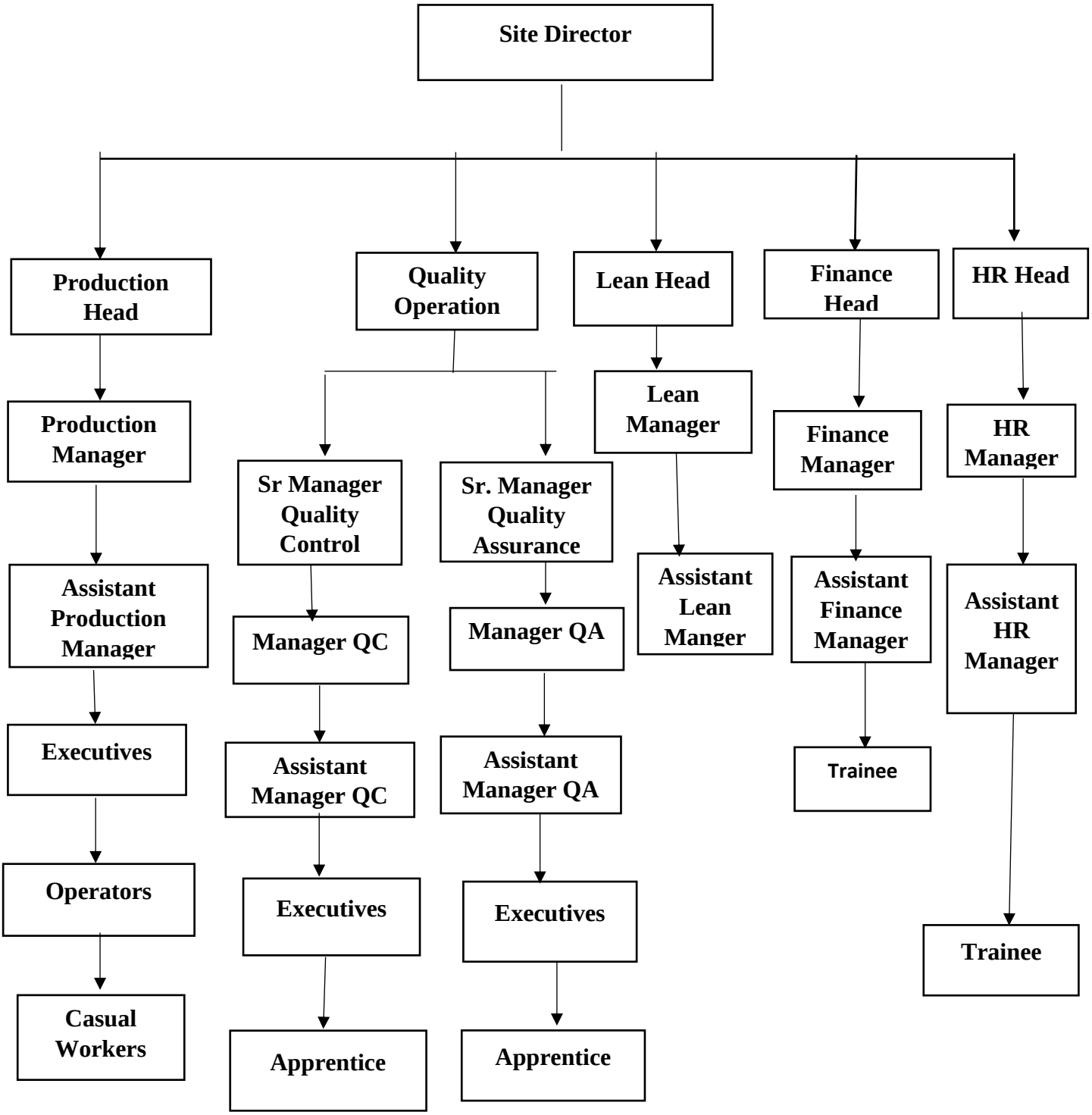
Imitable

The patents of Sanofi are very difficult to imitate. This is because it is not legally allowed to imitate a patented product. Similar resources to be developed and getting a patent for them is also a costly process.

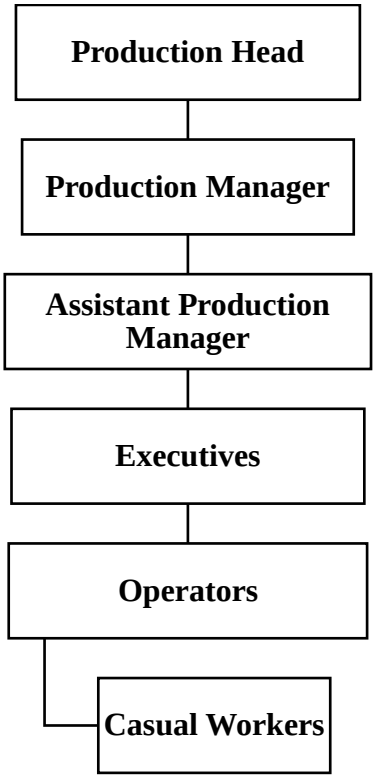
Organisation

Sanofi tries to provide better working environment to the employees, as they are the assets to the company. Company heavily invests in the employees such as health, training, proper facilities to the employees. Distribution network of Sanofi is organised. It uses this network to reach out to its customers by ensuring that products are available on all of its outlets.

SANOFI INDIA LIMITED HIERARCHY



Production Department



The Production Department is headed by Mr. Sandeep Bharne. They are responsible for the entire production from the raw materials to the finished goods. The production department also has to make sure that the goods are ready to be dispatched at the right time and need to maintain the quality standards.

Different Sections in the Production Department

- **Dispensing**

  It is weighing of the raw material which is prescribed in the Batch Manufacturing Record. It is a document where the standard quantity of the raw material is mentioned for the particular product.

- **Granulation**

  It is a process in which the ingredients dispensed earlier are discharged into Rapid Mixing Granulation to form granules, this is called drying mixing. Once the process is done, they start with the wet mixing where they add water as a binder solution to intact the raw materials (Active Pharmaceuticals Ingredients and excipients). Then they

release into Fluidized Bed Dryer where drying of the granules takes place. By releasing the hot air inside it at a particular temperature mentioned in the BMR.

Later, in the co-milling uniform size of the of the dry granules are formed. Then it is released into mixing hose pipes.

- **Mixing**

In this process dry granules which are formed are mixed with the lubricants, it helps to enhance the flow of properties of the granules, due to which dry granules flow smoothly. The mixing takes place in CMX mixing equipment also called octagonal blender. Then, it is released into Big Bag.

- **Compression**

This step granules present in the Big Bag is released into the hopper(funnel). Then it goes to the rotary, it is part of the equipment. Further it goes to the assembly feeder, the aim of the feeder is to fill the die with granules, where simultaneously upper and lower punch comes together to convert the granules into the tablet form. After the formation, it goes to the de-duster where the unwanted powder is dusted from the tablets. Furthermore, it goes to the Metal Tablet Detector where if any metal is detected inside the tablet, then it automatically rejects the tablets in the rejection bin. If not detected, then tablet is released into the mini bags.

- **Coating**

After compression, it is taken to the Tablet Coating Machine to placed the tablet into the pan. They separately prepare coating solutions using coating raw material and purified water in a mixing equipment and then mix it well. They keep stirring it in order to avoid lumps. Once solution is prepared, it is passed through perastaltic pump to spray guns assembly, then the pan keeps rotating and simultaneously the gun spray discharges the solution over the tablets. During the process the inlet temperature should be between 50 to 70 degrees Celsius, the inlet air temperature helps to dry the wet and moist tablets. If it is wet the coating will not take place properly.

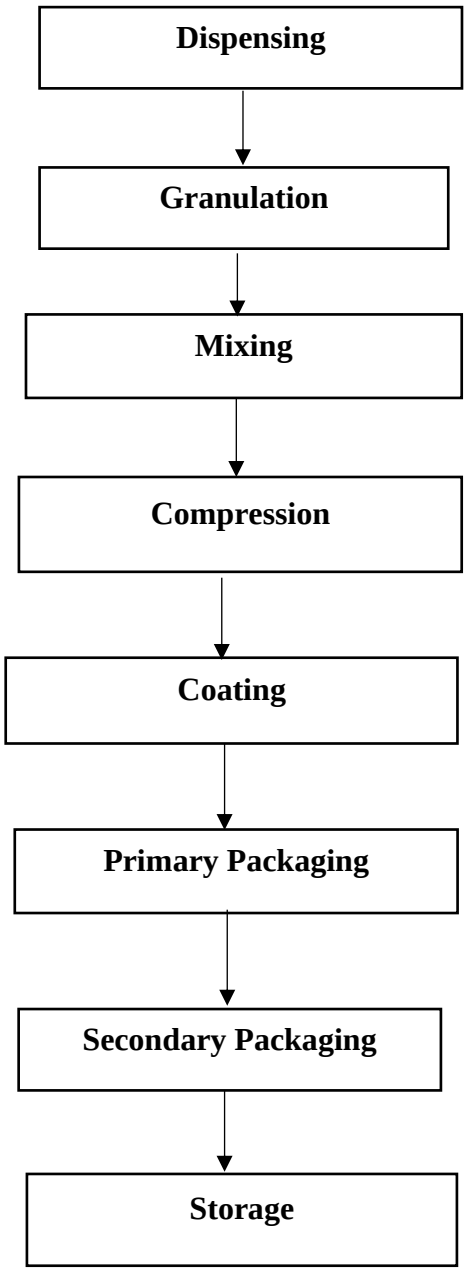
- **Primary Packing**

  The outer material Base Foil (Polyvinyl Chloride Sheet) is heated at the forming station at the temperature between 100 to 150 degrees Celsius and get pressed against the punch forming the tablet shapes cavity. Then, it goes to the feeding station where tablets are released from hopper into the cavity. Aluminum foil and feeding station comes together at the sealing station where the tablets get sealed along with the printing over the Aluminum Foil. The temperature of the sealing is between 170 to 240 degrees Celsius. After sealing it goes to the cooling station where it gets cool down, then it moves for cutting station where they get trimmed into blisters. Then, it is released to the secondary packaging through the conveyor belt.

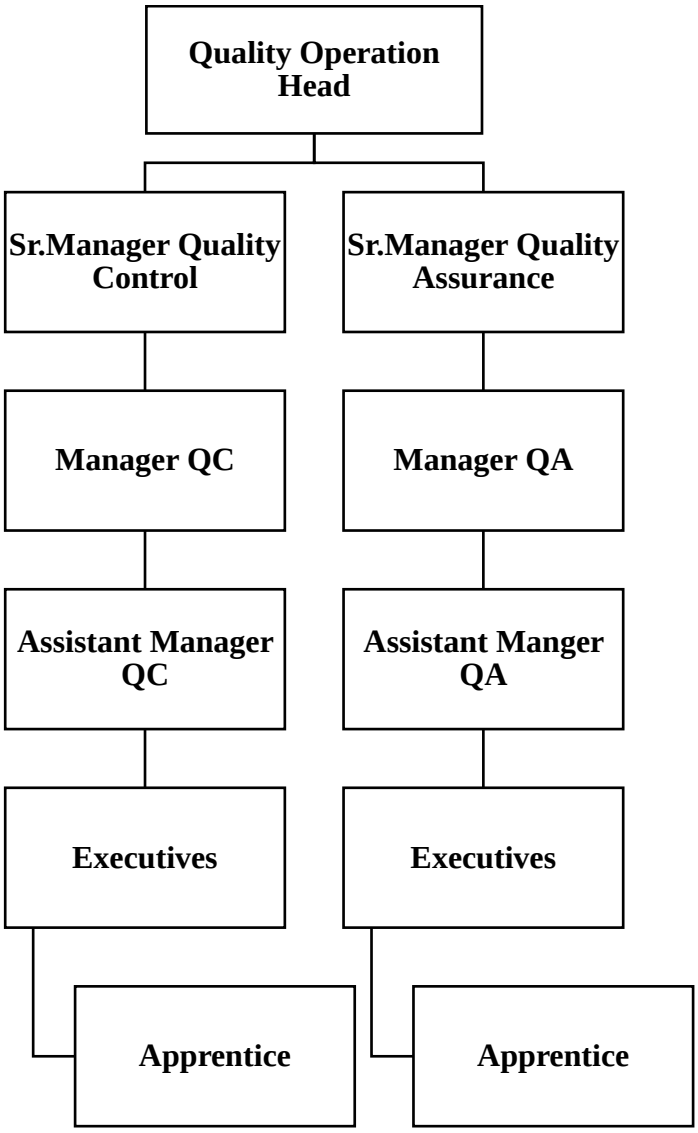
- **Secondary Packaging**

  Once the blister comes through conveyor belt is get accumulated at the blister magazine, then it gets dropped into the bucket according to the need of the product. Each bucket gets censored by the product check censored to check the number of blisters present in each bucket. Further it goes to the close assembly line where the number of blisters get released into the carton and get closed by the carton caps. It is released to the check ware where the weight of the cartons is being checked, if it not matching as per the standard weight mentioned in the machine, it gets automatically rejected in the rejection bin. Once done it is passed through Track and Trace system which checks the printing has taken place properly. Once all the steps are performed properly then they are start placing the cartons manually in the Fibre Board Container and then the shipper gets sealed by the shipper pack machine automatically. Then they place the printed FBC label over the shipper. FBC label contains information about the product such as manufacturing, expiry dates, number of blisters, cartons it contains. Thereafter, it gets placed over the shipper pallet. Then it is transfer to the warehouse to dispatch to the market.

Production process of Pharmaceuticals Products from Raw materials to Finished product: -



Quality Operation Department



This Quality Operation is headed by Nilesh Mhatre. They are responsible for quality assurance and quality control. It focuses on the process monitoring and process control from raw material to the finished goods. Therefore, it is divided into 2 departments Quality Control and Quality Assurance.

Quality Control

This department is headed by Vincy Paul. They are responsible to test the drugs in their various stages of production, verifying that they are able to proceed to the next stage and release the manufacturing process in accordance with the regulations and specifications required for consumption.

Functions of QC Department

- **Testing of Raw Materials**

  Testing of raw materials occurs to ensure that the raw material received from the supplier is safe for consumption and meet quality standards. Raw material can be of two types that is Active Pharmaceuticals Ingredients and Excipients. An analytical test report is produced after testing which usually includes a description of the test procedures employed, results of the analysis, discussions and conclusions and/or recommendations for one or more of the samples submitted for testing.

- **Testing of Finished Goods**

  Before the final product is released in the market each batch must undergo a QC testing to ensure that the medicine is safe for consumption by the customers. The following factors are tested:

a. Product description: the physical appearance, color, size and shaped are described.
b. Nominal Diameter and Thickness: Each tablet produced has a pre-defined diameter and thickness. The QC department ensures that each batch produced of a particular tablet follows the set up standard diameter and standard thickness. Tablet thickness should not deviate by +/- 50% of the standard thickness.
c. Disintegration: To ensure that the tablet dissolves in a specific time period and at the specific ph. in our body the disintegration test is carried out.
d. Average tablet weight: The average weight of about 20 tablets is taken and it is checked if these meet the standard value.

Quality Assurance

Quality Assurance Department is headed by Ashwani Kumar. It is the process of vouching for integrity of products to meet the standard for the propose it is used. It is an obligation that ensures manufacturers to meet the needs of end-user needs in terms of safety, quality, efficacy, strength, reliability and durability.

Functions of QA Department

- **Documentation**

  Documentation is an essential function of QA since it ensures the repeatability of functions. Any change that occurs at the Goa site needs the approval of the QA department.QA provides the following documents: BMR (Batch Manufacturing Record), BPR (Batch Packaging Record), Log Book, Batch Records, ATR (Analytical Testing Report), Reports, Protocols. After the documents are submitted to QA, they are subjected to a QA review before being archived for a duration of five years.

- **IPQA (In Process Quality Assurance)**

  Routine Activities for Shop Floor QA

  a. In manufacturing and primary packaging
     - Bulk Tablet/Capsules/Blend Sampling
     - Tablet and Capsule approval for packaging
     - AQL (Acceptable Quality Level) checks of inspected tablets/capsules at packaging stage
     - Daily area cleaning
     - Executed BMR review

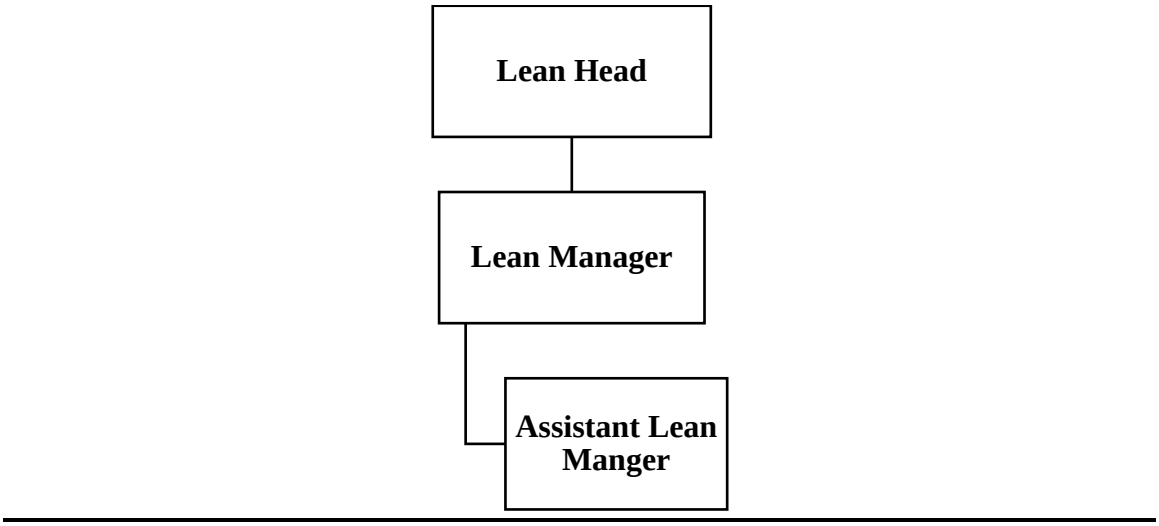
  b. In Secondary Packaging
     - Sampling of Finished Goods

- **Finished Goods Sampling**

  Desired quantities of samples are withdrawn at 3 different intervals from the standard FBC quantity to make the sample representative of the complete batch under sampling.
     - Initial: Sample from 0% -25% standard quantity of FBC.
     - Middle: Sample from 35% -65% standard quantity of FBC.
     - End: Sample from 75% -100% standard quantity of FBC.

Sample taken are kept in the retention centre until their expiry date these are used in case of any discrepancy occurs.

Lean Department



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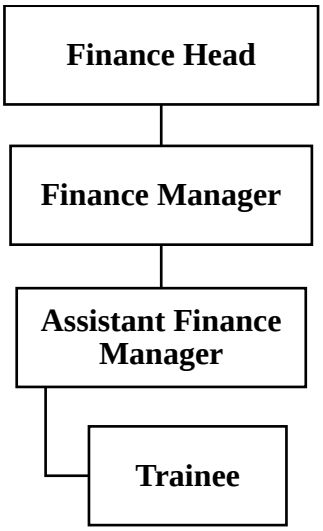
Functions of Lean Department

+QDCI Meet

It stands for +-Health, Safety, Environment, -Quality-Cost, I-Involvement. This meeting is conducted in all the departments. The meetings are held everyday for 20 minutes to discuss regarding the issues or achievement faced in the daily activities. The +QDCI meeting is conducted at 3 phases:

- ✓ Level 1 +QDCI meeting is for departmental employees such as (Dispensing, Granulation, Mixing, Compression, Coating, Packing) where the problem needs to be addressed within 10 days, if it is not resolved then it is transferred to the higher level. It includes Executives, Apprentice, Operators.
- ✓ Level 2 +QDCI meeting is for the Head Production Manager, Assistant Manager, Executives where the issues are discussed with respect to the Health, Quality, Cost and Involvement. They need to solve the issue with in 10 days.
- ✓ Level 3 +QDCI meeting is for the SLT (Site Leadership Team) and the Site Director. In this meeting the head of the respective departments address the issue which have been not resolved at the Level 2 .

Finance and Accounting Department



The Finance and Accounting Department is headed by Mr Sri Niwas Parinam. They also have Manager, Assistant Manager, Trainee working for the same department. This department is also accountable for maintaining all files and transactions that are related with money and make sure that all the company's finances are being utilised and the records are being properly maintained. They are also responsible to make sure all the taxes, government requirements are met. They are also liable for making budgets for the various departments in the organization.

Functions of Finance and Accounting Department

- **Maintaining and updating records of daily transactions**

Finance and Accounting department has to maintain proper records of all the transactions that involve money on a daily basis. They also have to collect all the receipts of payments, payments pending, and daily expense reports from various departments in the organization.

- **Maintaining vouchers and receipts**

Finance and Accounting department has to also separately maintain files for vouchers and receipts. Money spent by the organization will have a receipt or a voucher which is required to show expenses and for proper record maintaining purposes.

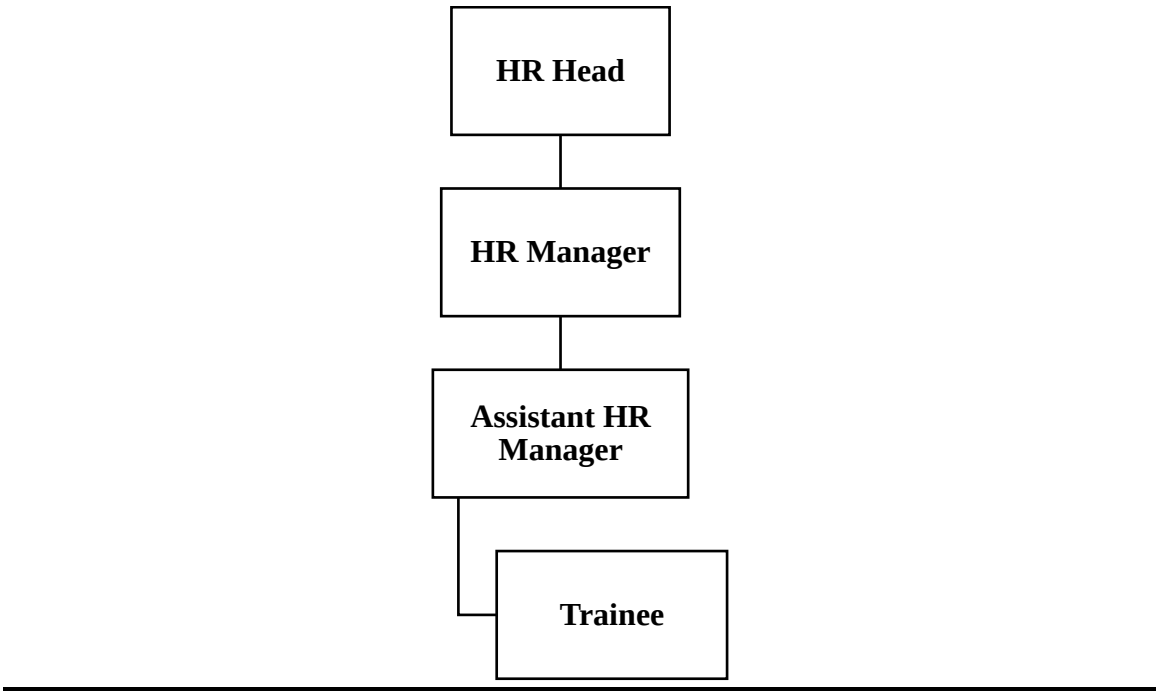
- **Maintaining profit and loss account and balance sheet**

The Finance and Accounting department has to maintain proper records of profit and loss account and balance sheet. This is required to know how the company is performing financially. These accounts are also used to make budgets or allocating resources to various departments in the organization.

- **Valuation of stock**

  The Finance and accounting department has to evaluate the stock that is at its warehouse or store house. They conduct monthly stock valuations as it helps them in estimating the expense required and the cost of the final product.

Human Resource Department



This department is headed by the Human Resource Head Mr. Shailendra Bidye. This department is responsible for the entire workforce from the recruitment till the employees last working day.

Functions of HR Department

- **Training and Development**

  Every employee joining Sanofi India Ltd from casual workers to HOD's have to compulsorily undergo a safety training and GMP training. In the safety training measures to commute safely and with ease in the organization are explained to the employees through a video. In the GMP (Good Manufacturing Practices) training the employees are trained such that products are as per quality standards. Training record are maintained on "training and evaluation sheets" where by the type of training received, date, time, mode of training, supervisors' names are mentioned. These training records are then maintained in a "professional training suite" software.

- **Recruitment and Selection**

  Sanofi recruits both internally and externally. Internal recruitment occurs when a member from a lower position is promoted to a higher position. Sanofi also hires apprentice on a temporary basis through campus placement.

A candidate for a job position is chosen after 3 stages:

- Interview with the HR manager
- Interview with the Department Head
- Interview with Site Director

If an employee is selected after these 3 rounds, he needs to undergo a medical test if declared medically fit he must provide following documents: Aadhar card, Birth Certificate, Marksheet are collected and the offer letter is issued.

- **Employee Benefits**

  The HR department at Sanofi provide it employees with mandatory benefits like Unemployment Insurance, Gratuity, and Paid Leaves. Some of the voluntary benefits are:

- ✓ Medical Scheme

  Insurance policy for medical reimbursement onto an amount of Rs 5,00,000/- per financial year for self, spouse and 2 children upto 21 years of age.

- ✓ Leave Travel Allowance

  An amount equivalent to 1 month's basic pay and personal pay as LTA.

- ✓ Loan

  50% interest subsidy on personal loan upto Rs 1,80,000/-.50% interest charged by the bank to be reimbursed in the employee's monthly salary.

Learnings Derived

During my internship I have tried to make the use of all the management learning's. The most basics that I have practically experienced is time bound study that is how to utilise time, avoid wastages and do things within the required time limit. It also very important to have great communication skills. Lacking of Communication barrier among the employees could hamper the business process, which will lead to delay in the work and loss to the company.

I also developed virtue of being team player and building relationship. As in the organisation it is very important to work in a team. I also observed and learned that it is crucial to value and appreciate employees, as they are the most valuable asset to the company. It is required to have friendly working environment in the organisation, or the company will not be able to achieve its organisational goal.

Problem solving attribute is mandatory for any person, as it is important to think logically and solved the issue. It is essential to adhere the SOP (Standard Operating Procedure) of the company, as it helps by reducing errors, increasing efficiency and profitability. It also helps in creating safe work environment and resolve issues and overcome obstacles.

It is strictly important to follows the rules and guidelines in terms of health, safety, quality. It is essential to wear the particular PPE (Personal Protective Equipment) kit correctly. It also focuses on the proper hygiene, safety of our own while walking, coming from staircase, taking care of your own health.

It also emphasis on being environment friendly. It uses recycled paper which are made of agriculture waste. It also believes in saving energy such water and electricity and avoid wastage of the resources.

The company uses product layout (repetitive process) where layout that uses standardized processing operations to achieve smooth, rapid, high-volume flow. Operations are arranged in a sequence form from forming tablets to packing. Assembly line where standardized layout arranged according to a fixed sequence of assembly tasks. Once the tablets are formed then they send to the packaging section. The products are manufactured in batch process is a process in which the product comes out in the group.

The Quality control is concerned with the quality of conformance of the product. It measures how close a product, or process is to meeting design specifications. They follow control process which includes defining the process which is mention in the BMR, BPR. Then they measure the product by conducting various test, then they compare the product with the standards ones. After evaluating the product, they prepare the report, if there is any deviation in the process, product then they correct them and then monitor the results.

They use acceptance sampling process such as AQL (Acceptable Quality Level) is the minimum level of faults acceptable in a sample of a manufactured tablets for the entire batch of the product to be accepted. If the number of faults is higher than the AQL, then the entire batch is rejected

Process improvement is a systematic approach to improving a process. It involves documentation, measurement, and analysis for the purpose of improving the functioning of a process. The process improvement includes achieving higher quality, reducing waste, reducing cost, increasing productivity, and reducing processing time.

Automation Machinery that has sensing and control devices that enable it to operate automatically. It is from raw material till the finished goods. They use lean process design helps to increase process efficiency, performance improvements in terms man, machine, money, material. It helps in cost reduction, saves time, reduce waste, defects, inventory and increase productivity. They also focus on ergonomics they promote safe postures, equipment's tools from health and safety perceptive.

The employee is given on-the-job-training those trainees acquire the skills by running the tablet machine by observing the supervisor. They also give apprenticeship training to the apprentice for 1 year where the supervisors teach the apprentice how to do the work, how the process takes place. They also provide unemployment insurance which provide for weekly benefits if a person is unable to work through some fault other than his or her own.

They provide safety training especially with new employees. It is important to instruct them in safe practice and procedures, warn them of potential hazards. They foster a culture of safety-oriented workplace. They have also established a safety policy to eliminate or reduce accidents and injuries.