Pharmaceuticals / PH-10

Packaging line productivity

Making full use of existing lines to support import substitution: measuring downtime, changeovers and performance.

$2 bn in imports. Are your lines running at full capacity?

The government aims to cut medicine imports and expand local production. Output is growing by around 30%. Before building a new line, you need to know how much time your existing lines are actually running.

Conceptual architecture. No operating results are shown.

01 Signal	Run · Stop · Counter
02 Reason	Operator · Changeover · Breakdown
03 Calculation	Availability · Performance · Quality
04 Report	Shift · Line · Trend

At a glance

+29.4% — Production growth, January–May 2026. [1]

$2 bn — Medicine imports in 2025. [2]

UZS 8.5 trn — 2026 production target. [3]

November 2026

01 Evidence and context

Who it is for

CEO	Capacity.
Production	Plan.
Engineer	Downtime.
QA	Changeover cleanliness.

Facts and global practice

National Statistics Committee

In January–May 2026, pharmaceutical production exceeded UZS 2.3 trn, up 29.4%. [1]

Customs Committee (kun.uz)

Medicine imports reached $2 bn in 2025; a goal has been set to replace imports with local production. [2]

yuz.uz

2026 target: UZS 8.5 trn, with $800 mn in projects. [3]

Reliamag

Körber PAS-X MES includes a KPI/OEE module. [4]

No public data was found on OEE for pharmaceutical lines in Uzbekistan.

02 Where the losses occur

Changeover

Product changeovers and cleaning take a long time.

Minor stops

Short stops that are not recorded.

Speed

The line runs below its rated speed.

Rejects

Defective blisters and cartons.

How the loss is calculated

Downtime	downtime hours × output per hour (units/h) × margin per unit
Changeover	number of changeovers × duration per changeover (h)
Speed	(rated speed – actual speed, units/h) × operating hours
Rejects	rejected units × unit cost

Illustrative calculations; establish the baseline, units and rates during the site assessment. Avoid counting the same loss twice.

OEE — every shift

Run, stop and counter data are collected from line signals; the operator selects the stop reason; OEE is calculated per shift.

01 Signal

Run · Stop · Counter

02 Reason

Operator · Changeover · Breakdown

03 Calculation

Availability · Performance · Quality

04 Report

Shift · Line · Trend

Modules

Line signal collection	PLC/sensor	Engineering capability
Stop reasons	Operator panel	Engineering capability
OEE report	Shift	Engineering capability
Batch linkage	WMS	Commercially available

Each module has a readiness status. Third-party results are not a forecast for your site.

04 Implementation and measurement

01 Line audit

Signals and process.

Output: measurement plan.

02 Pilot

One line, 30 days.

Output: OEE baseline.

03 Scale-up

All lines.

Output: plant-wide OEE.

04 Subscription

Monthly.

Output: trend.

What is measured

OEE	%	System
Changeover time	Minutes	System
Minor stops	Count	Signal
Rejects	%	Counter

What is needed to start

- Head of production
- List of lines
- PLC data
- Shift schedule

05 Readiness checklist and next step

01 Is OEE measured?	Yes / No / Unknown
02 Are stop reasons recorded?	Yes / No / Unknown
03 Is changeover time known?	Yes / No / Unknown
04 Are minor stops recorded?	Yes / No / Unknown
05 Does the line run at its rated speed?	Yes / No / Unknown
06 Are rejects visible by line?	Yes / No / Unknown
07 Are shifts compared?	Yes / No / Unknown
08 Are new-line decisions based on OEE?	Yes / No / Unknown
09 Is the data linked to batches?	Yes / No / Unknown
10 Is there a designated owner?	Yes / No / Unknown

What we do not promise

- Firm timelines and prices without an audit
- GMP/GDP certification or inspection outcomes
- Approving validation documents on the client's behalf
- Results that have not been measured

Line audit

We measure an OEE baseline on one packaging line.

- Map of gaps and break points
- Pilot plan
- Implementation fee and monthly subscription

Scope, price and schedule are agreed after reviewing the site and its data.

06 Sources and scope

[1] National Statistics Committee: pharmaceutical production, January–May 2026. kun.uz, 16.07.2026.

kun.uz

[2] "Uzbekistan seeks to cut $2bn medicine imports". kun.uz, 27.02.2026 (under the Presidential decree of 23.01.2024).

kun.uz

[3] Decree of 05.03.2026 on stimulating the pharmaceutical sector: 2026 targets. yuz.uz, 2026.

yuz.uz

[4] Reliamag: "Best MES for Pharmaceutical Manufacturing 2026: an independent comparison". 2026.

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