

Business Process Consulting

Success story

Business Process Consulting Assessment Leads to Innovative Solutions for R&D Facility Anticipating Exponential Growth

CHALLENGE

A leading pharmaceutical R&D site, located in a metropolitan area, anticipated exponential growth in the coming year and desired realistic – yet creative – recommendations to overcome space and resource constraints. The goal was to create an innovative path forward that enabled their R&D team to absorb the resource expansion within the current space.

The customer partnered with a Lean Six Sigma certified Avantor Business Process Consulting team who leveraged Lean Six Sigma methodology, taking a holistic, data-driven and solution-agnostic approach to problem solving throughout the assessment.

By implementing Gemba walks, interviews, data gathering, and current-state process mapping, five concentration areas were identified for maximum goal impact.

SOLUTION

In order to achieve the productivity to accommodate the expected growth without the need for additional space, recommendations were categorized into five specific areas:

Standard Work – To avoid confusion and release researchers for value-add scientific activity, Lab Support Services were recommended to standardized supporting work processes and responsibilities across multiple buildings and several lab groups. Additionally, recommendations were made for supporting services to be performed during off-peak hours to increase efficiency and productivity for researchers and support staff.

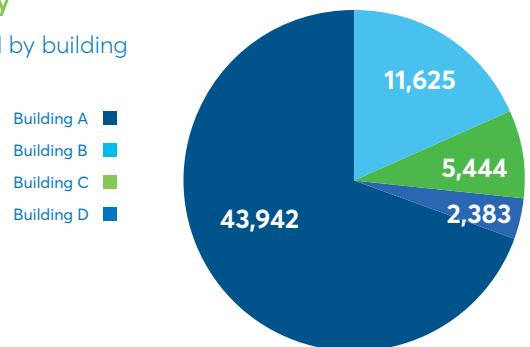
Space and Time – Leveraging learning and successful models in other industries, an “order-to-shelf” model was recommended to the customer. This centralized, off-site micro-fulfillment center solution is needed to manage material with long lead times and minimize customer stockroom space, freeing up valuable space to advance scientific activity.

Media Buffer Prep - A three-pronged approach was recommended to maximize the efficiency of the customer’s onsite team. The recommendation incorporated off-site preparation and introduced an automated, cutting-edge preparation process. This approach was designed to accommodate the anticipated growth while maintaining the existing media buffer resources as the central point of contact.

Freezer/Sample Management – Three phases were recommended to take full advantage of sample and freezer management and space. The first two phases released scientists from non-value add tasks and provided enhanced visibility to sample inventory. The third phase helps accommodate future growth by optimizing readily accessible off-site storage and services, enhancing productivity for the researcher while eliminating capital expenditures.

Expedited delivery

Annual hours saved by building



Communication – The recommendation to fully leverage technology and applications, creating a simple pull rather than push communication methodology eliminated response wait time. The solution eliminated back-and-forth email communications, while providing real-time clarity to the researcher community.

RESULTS

The customer moved forward with all recommendations, a roadmap was developed, and progress initiated.

Primary Impact on Scientific Time:

- Returned 18,000 annual hours of scientific time and facilities overhead by implementation of standard work
- Eliminated 60,000+ hours of chemical and lab consumable delivery delays annually

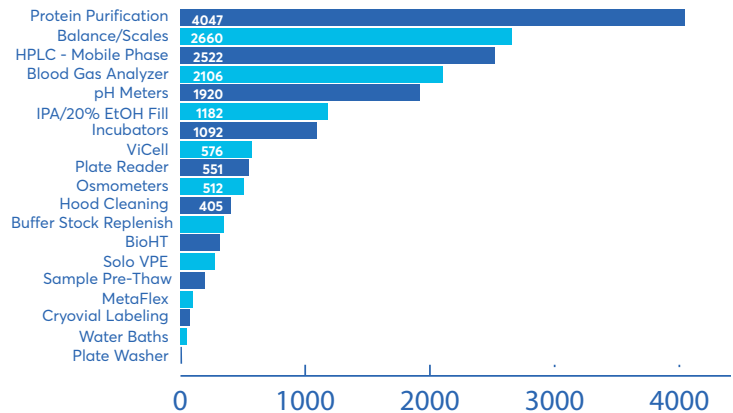
Primary Impact on Space:

- 2,000+ square feet of building space, previously occupied by lab consumables, returned for scientific pursuit
- Net neutral media buffer preparation space to accommodate 18%-36% increase in throughput
- Net neutral sample storage space & freezer requirements amidst 18%+ growth
- Decrease of 35,000+ annual packages on customer's delivery dock

Productivity Increase:

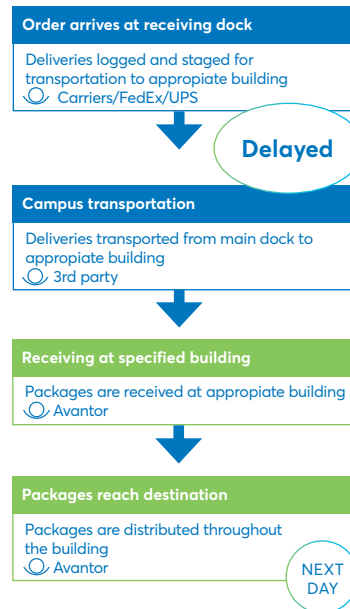
- 18%-36% capacity increase in media buffer throughput; net neutral media buffer preparation space
- 18% increase in storage capacity with net neutral sample storage space & freezer requirements

Annual scientific hours saved by instrument/service



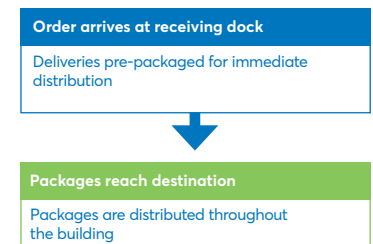
60,000+ hours of wait time liberated

Existing process



New and improved

The 4-step process is replaced with a new 2-step process which removes 35,000+ packages from customer's receiving dock



Are your scientific resources being wasted on non-research activities?

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