

SUCCESS STORY

LEAN PROCESS IMPLEMENTATION STREAMLINES GLASSWARE SERVICE

Implementing Lean Processes Creates A Streamlined Service & Cost Saving Initiatives

Challenge

A global Fortune 500 pharmaceutical company was experiencing a large number of complaints regarding its glassware. Customers were receiving items with chipped glass, incorrect lids, and leftover residues, all pointing to a significant issue stemming from their central glass washing facilities. These areas were struggling in the absence of any quality assurance (QA) measures, cost controls, ordering tools, service level agreements (SLAs) for maintenance, and key performance indicators (KPIs) to define and track specific objectives.

The company knew where the problem was, but what could they do to address it efficiently and without adding too much strain on their current operations?

Solution

VWRCATALYST was brought in and implemented a Process Excellence Team to review the glass handing processes at the facilities, with the aim of creating a robust service that would supply the customer with leading quality standards. By utilising Six Sigma's DMAIC (Define, Measure, Analyse, Improve, Control) and 5S (Sort, Set, Shine, Standardise, Sustain) processes to streamline the service, VWR was able to introduce:

- pH testing to highlight any incorrect use of detergents
- Kanban visual workflows to reduce lead times and replace damaged glassware stock
- Five quality assurance checks to create a standard of excellence
- Onsite interviews to capture the voice of the customer and identify key issues
- Ordering package to support KPIs and further increase the level of service

Challenge

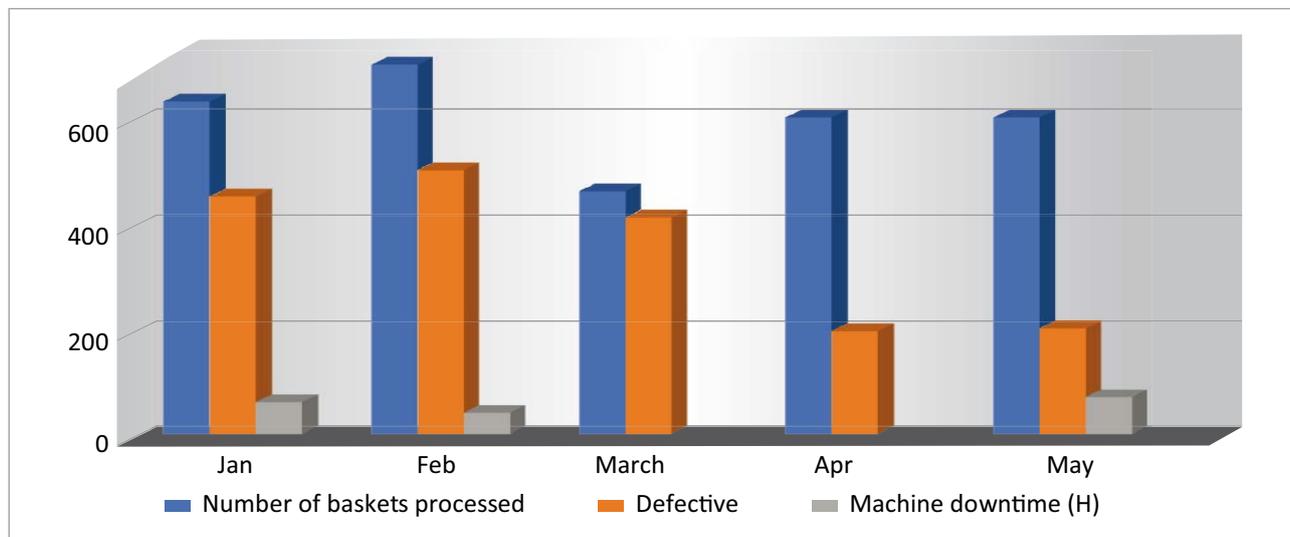
A major pharma company was receiving complaints regarding their glassware, experiencing a high number of breakages and low satisfaction of meeting quality standards.

Solution

VWRCATALYST overhauled the central glass washing facilities with Six Sigma methodology and implemented Quality Assurance checks and efficiency measures.

Result

The company realised a **36% reduction** in machine downtime, **49% drop** in breakages, and over **250 hours saved** in direct labour per year.



VWRCATALYST reduced the amount of defective glassware and machine downtime, all while increasing the amount of baskets processed.

Result

Streamlining work patterns and implementing the Kanban method has reduced direct labour by 250 hours per year. Cross-functional training in pH testing, consumables and stock levels has strengthened a 'one team' approach that utilises skill sets from different areas of excellence.

The implementation of Quality Control checks has reduced the number of defective glassware returned to the labs, and significantly contributed to the reduction of hand injuries in the workplace. There have been no hand injury incidents to date, and the success of the project has instilled confidence and interest in expanding the service to other areas of the company.

Additionally, the switch to the correct detergent for the process has dramatically reduced the need to reprocess glass and eliminated machine downtime, further resulting in cost savings and an increased capacity.

VWRCATALYST has the skills, knowledge and experience to support productivity improvement at your organisation. Visit VWR.COM/VWRCATALYST or email VWRCATALYST@eu.vwr.com for more information.

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