

Lab & production services

Success story

Facility support & logistics services

SHIPPING AND RECEIVING OPERATION IS OVERHAULED WITH NO SERVICE INTERRUPTIONS

PROBLEM

A large non profit medical research organization needed to move its primary shipping and receiving operation to an off-site location when the on-site lease was due to expire. Moving an operation of such size would require an extensive investment in lease expense as well as the labor, equipment and transportation needed to ensure consistent service levels for research labs. The risks and expenses appeared to be too high given the complexity of the organization’s current delivery process, the heavy and unpredictable traffic patterns of the region, and an inflated real estate market.

SOLUTION

Faced with certain change and limited time, the organization asked Avantor to assess the situation and propose a viable path forward. Avantor Services Lean Six Sigma Business Process Consultant (BPC) completed an assessment to study the supply chain and dissect and analyse key data elements. The data from the assessment was distilled into concise, informative diagrams such as a lean value stream map, process flow and activity-based costing and modelling.

PROBLEM

The logistics of relocating shipping operations to a new site presented high costs and high risks for a non profit medical research organization.

SOLUTION

Relocation is turned into an opportunity to improve logistics and supply chain operations.

RESULTS

Median delivery times have been reduced by 50% over two years with zero downtime.

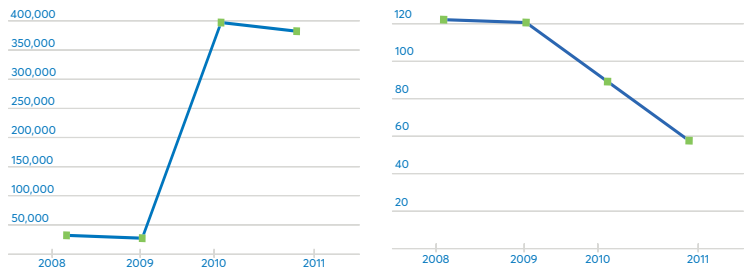


Figure 1. Despite a significant increase in total parcel miles, median delivery time was cut in half without sacrificing total parcel volume or increasing costs.

RESULT

A new off-site shipping and receiving operation meant new transportation and regulatory requirements, supplier and carrier route assignments, and a long list of logistics, budgetary and safety concerns. Many regulated substances needed to be handled, tracked and delivered safely and in compliance with local, state and federal laws. Avantor Services was able to relocate the organization's shipping and receiving operation with zero downtime or delay and within the proposed budget. Despite an increase in the total parcel miles, the median delivery time has been cut in half (See Figure 1A and 1B). Service level cycle times have dropped from four to two hours.

Avantor helped the organization turn its challenges into opportunities by:

- Leasing a spacious facility three miles from the site, and obtaining the necessary permits and regulatory clearances
- Partnering with a major common carrier to provide trucks and trained drivers
- Introducing smart delivery routes and additional runs to increase service levels
- Implementing a new Enterprise Resource Planning (ERP) system to support electronic receiving and integrate supply chain information across the organisation
- Introducing real time communication and developing a reporting system to track performance and report metrics

- Recommending and implementing immediate safety enhancements
- Employing current staff and temporary support to help with the transition, and providing additional training to enhance the skills of the team
- Repurposing existing material handling equipment, computers and furniture
- Introducing real time communication and developing a reporting system to track performance and report metrics



With the clearer view of the supply chain provided by this data, a comprehensive solution was developed and reviewed thoroughly with the organisation's procurement, logistics, legal, EH&S and other teams.

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

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