Project Recap

Lack of a lean system within the purchasing department of Saint-Gobain’s PPL Bridgewater plant has enabled some inefficiencies. Specifically in terms of unproductive Buyer’s time spent getting/examining QAD system reports and cross-department communication. The objective of this project was to identify possibilities for improvement and further propose feasible and cost effective solutions within the purchasing department. PSU Consultants have focused on Saint-Gobain’s QAD system and communication procedures.

The current QAD system (Old QAD) was studied by recreating the information extraction process of each buyer and developing a flow map of said procedures. These charts served as a basis to implement the Natural Goals, Operators, Methods, and Selection rules language (NGOMS) technique which allowed the assessment of the effectiveness of the current process. Later in the project, NGOMS results were compared to those obtained using the proposed user-friendly QAD process, and a simple analysis enabled recommendations to be made along with a calculation of their impact in terms of reduction in time needlessly spent. The new QAD system together with the optimal navigation procedure is expected to decrease the time spent running and analyzing reports by 53%; more specifically, the overall time spent navigating through the system will decrease by 83% on average. This will allow buyers to dedicate a larger portion of their time to other important projects.

In regards to the cross department communication, the analysis targeted email sending/reading between the buyers and the customer service department. Also targeted were the inconsistencies with stock volume due to delayed updates in the system; given that they may lead to double booking of orders or other detrimental conditions. A document was developed to reduce the time allocated to cross-departmental communication. This document will be shared through SharePoint therefore allowing continuous real-time monitoring of stock. These proposed changes define an alternate way to successfully carry on the same procedures
while reducing the time required to do so and the chance for human error. The proposed optimized procedure for the company’s communication network will decrease the time spent sending/tracking emailed information, and the risks associated with delayed stock monitoring will be minimized.

In order to aid in the implementation of PSU Consultant’s procedure proposals, work instructions have been created for both the QAD and communications systems. A key aspect of this improvement project is that results will be achieved at virtually no cost. Thus far the only expenses can be traced back to the team’s visit to the Bridgewater facility and sum up to $289.8; this is roughly 30% of the total expected expenditures. Including the final planned site visit the total expenses will sum to $479.6, resulting in a total expenditure of roughly 48% of the total budget.