The Company

Merck is a global healthcare leader working to help the world be well. Through prescription medicines, vaccines, biologic therapies and animal health products, the company works with customers and operates in more than 140 countries to deliver innovative health solutions. Merck also demonstrates its commitment to increasing access to healthcare through far-reaching policies, programs and partnerships.

The Defect Elimination Program

Colleagues at the Merck facility in Rahway, NJ, have adopted a culture of Defect Elimination. With a mantra of “Don’t Just Fix It. Improve It,” the entire organization has been empowered to eliminate defects at their source. It all started with a series of Defect Elimination Game® workshops. After participating in these workshops, employees formed cross-functional “Action Teams” to find and eliminate any small defect interfering with their workday. By eliminating many small defects - instead of focusing on a few larger ones - the Action Teams gained momentum and realized immediate, tangible results. The workshops also provided opportunities for more and more people - from all parts of the company - to become involved in the Defect Elimination process. As a result, employees learned that with more people actively involved in Defect Elimination, they were less likely to introduce new defects into the system.

Program Highlights

- $1.6MM in cost avoidance and $1.4MM in cost savings
- 500+ Action Teams
- 25% Reduction in Corrective Maintenance
- 15 Defect Elimination Game® Workshops

Software / Hardware

- CMMS Software: SAP
- Steam Trap Software: Steam Starr
- Infrared: Flir Therma Cam Reporter 8
- Ultrasonic: Ultra Probe 2000
- Vibration Analyzer: AzimaDLI TRIO CX10