

# The New Data-Driven Laboratory

## Agilent helps agency relocate, right-size, and continually improve operations

What began as a daunting relocation and rightsizing effort for the UK Environment Agency quickly transformed into an opportunity to not only assess its entire instrument base but implement an ongoing, data-driven method to continually improve laboratory operations.

### The right-sizing challenge

A challenging government mandate required the agency to reduce its footprint from three facilities to only two.

The agency already had a strong rapport with Agilent, thanks to years of responsive care, so it naturally sought the company's help to manage this difficult relocation challenge. Taking time to truly understand the situation, trusted advisors from Agilent CrossLab Enterprise Services provided the agency with essential guidance, combining several enterprise capabilities into a single, well-planned services solution that included:

- Digital laboratory analytics to assess which instruments to relocate, remove, or sell.
- Financial flexibility to sell instruments back to Agilent, using the funds to finance other priorities.
- Relocation services to decommission, remove, or recommission instruments.

Successfully implemented, this solution improved both the financial position and scientific capabilities in the labs.

When asked about how Agilent supported the Environment Agency's transition, the customer responded by saying Agilent did so by "augmenting existing capabilities with knowledge about the asset base for existing and replacement systems..." Furthermore, the customer mentioned that the net effect was to "...increase their capacity as a valuable revenue stream for the Agency whilst under cost restrictions by the UK government."

Andy Fegan

UK Environment Agency

## Digital laboratory analytics

The scale of the rightsizing and relocation required removing a third of the installed base of instruments, and difficult decisions had to be made. During this potentially turbulent period, the Agilent team used sophisticated laboratory intelligence tools as a data-driven means to maintain a maximum level of operational constancy, keeping downtime to a minimum.

The core methodology of the analytics system centers around key instrument utilization metrics. By combining this information with repair statistics and end-of-guaranteed-support data, the team developed a risk scorecard that gave the agency valuable insight into all laboratory assets, while simultaneously providing a simple-yet-sophisticated way to make informed decisions regarding their installed base. More importantly, the process also applies on an ongoing basis, beyond the relocation effort.

Data acquired from the analytics system, viewed in concert with the risk scorecard, provided the true value of each laboratory asset and helped determine which instruments to retain for relocation, and which instruments to remove. For a relatively small investment, laboratory intelligence became a key element to guide the agency through the entire process and beyond.

## Financial flexibility

To further leverage the inherent value contained within each instrument, the agency utilized various financial options from Agilent and was able to reduce the overall cost of rightsizing and relocation. Laboratory assets with high risk scores and low operational value were sold and the proceeds used to finance higher priority items. What's more, the data identified areas where the agency could benefit from a technology refresh. In this case, the digital analytics and the risk scorecard identified a need for more liquid chromatography/mass spectrometry systems. Financial flexibility provided a way to transfer value from one instrument to another.

## Relocation services

Agilent used the risk scorecard to seamlessly manage the relocation from end-to-end.

The net effect was a substantial, capital cost reduction for new, state-of-the-art equipment using the proceeds from unneeded instrumentation. The Environment Agency not only benefited from an efficient, data-driven rightsizing effort but gained additional in-house capability.

## Asset monitoring

Agilent's data-centric methodology can also be applied to the ongoing procurement process by identifying high-risk systems that should be considered for replacement during a specific budget cycle. Monitoring all assets in a lab-wide manner is a powerful way to visualize and assess the operational health of each instrument as well as the overall efficiency of the lab.

## Tech refresh

Agilent has applied the same visualization for other laboratories, and it is now an integral part of their quarterly business reviews. The risk assessment process furnishes a strong foundation for CapEx and OpEx budget planning, ultimately providing justification for expenditures based on actual instrument utilization.

## The power of enterprise services

In the case of the Environment Agency, several enterprise capabilities—relocation services, digital laboratory analytics, and financial flexibility—were used in concert to produce a fine-tuned services solution for this complex customer challenge.

The powerful combination of expert guidance and data-driven technology is the cornerstone of Agilent's CrossLab Enterprise Services.

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© Agilent Technologies, Inc. 2020  
Published in the USA, February 27, 2020  
5994-1475EN  
DE.6004861111