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the same way politicians and government view consumerism.

- In business consumerism equates with sales or the lack of them.
- In politics consumerism equates with votes or the lack of them.

Either way, consumers and their concerns are an established and growing new force that is making business and government more responsive to consumer needs. For us it means more effective store operations, more responsive marketing, more open-door communications and hopefully a stronger positive corporate image.

Major Reasons for Low Productivity in Clerical, Manufacturing and Service Industries

by
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A. Reasons

- 1. Waiting for work, station fills.
- 2. Waiting for instructions--poor supervision.
- 3. Unavailability of a machine, tools needed to perform the job, or work station.
- 4. Lack of critical component parts to do the work.

- 5. Doing the job or work out of sequence or priority.
- 6. Employee errors in doing the job (workmanship, planning, set-ups, etc.).
- 7. Damaged material--lack of consistent quality control inspections in receiving and in process.
 - 8. Redundant machine set-ups.

9. Excessive travel or material movement times.	No. of Pro-	Classification	Usage of Man Hours Low High Av.		
10. Inadequate materials handling equipment.	jects 9	Classification Agricultural & Forestry		42	38
11. Using the wrong method or wrong equipment.	4	Metal, Coal & Other Mining.	18	59	43
12. Improper work station and plant layout.	30	Oil & Gas Refineries & Related Indus- tries	13	53	37
13. Lack of uniform employee training procedures.	4	ConstructionTrade & General	15	37	25
14. Improper batching of work.	145	Food & Similar			
15. Erratic work flows which result in irregular employee work pace, i.e.,	143	Products	42	65	53
stretching the work or working too quickly to perform the job safely and	6	Beverages	37	62	52
properly.	37	Textile Products	49	71	57
16. Improper crewingusually more people than required to do the job. Sometimes too few.	5	Cut & Sew Operations	43	78	59
17. Poor planning and scheduling, and a	17	Lumber, Wood & Building Products	47	59	52
lack of accountability for the plan at all management levels.	11	Furniture	38	62	50
18. Poor synchronization of various staff and operating departments, i.e.,	18	Paper & Allied Products	37	65	49
B. Usage of Man Hours by Type	25	Printing & Publishing	31	58	44
of Industry and Function No. of Usage of Pro- Man Hours	96	Warehousing, Shipping & Receiving	21	72	47
jects Classification Low High Av. 88 ClericalOrder	56	Chemicals & Allied Products	14		43
Handling, Account- ing, Production	5	Shoes & Other	7-7		
Control, & Other Clerical Functions 23 67 48		Leather Products	47	68	56
	13	Rubber Products	33	54	45

No. of Pro-			ge of Hour		No. of Pro-			ge of Hour	
jects	Classification	Low	High	Av.	<u>jects</u>	Classification	Low	High	Av.
44	Primary Metal Industries				4	Drug Chains	43	58	50
	Found ies & Steel Mills.	28	48	39	30	Banks	26	54	41
17	Fabricated Sheet Metal Products	27	52	41	1	Savings & Loan Association	44	44	44
72	Fabricated Metal				2	Credit Agencies	47	52	49
	Products	34	57 	44	2	Small Loan Companies	43	53	49
9	Machine Tools	38	54	45 42	1	Broker	39	39	39
12	Other Machinery	31	56	42	8	Insurance			
23	Electric Machinery & Devices	29	63	48		Companies	47	58	52
11	Transportation,				5	Hotels	34	48	42
	Equipment & Parts	18	55	43	3	Laundries	49	67	57
12	Ships, Boilers & Other Welded Construction	27	56	39	1	Advertising Agency	35	35	35
44	Railroads	19	42	29	1	Cleaning & Maintenance	E 1	51	E 7
10	Trucking	, -	F.O.	F 0		Company	51		51
	Companies	47	58	53	1	Photo-finishing	50	50	50
6	Air-transport	37	52	43	2	Newspapers	23	42	33
39	Telephone Companies	29	47	38	6	Magazines	41	57	49
14	Electric & Gas				7	Hospitals	42	58	49
	Utilities	32	50	41	1	Nursing Homes	45	45	45
5	Wholesalers	28	72	48	3	Schools & Charit- able Organizations	36	47	41
23	Department & Retail Stores	39	60	48	4	Aircraft & Related Manufacturing	29	46	36
36	Food Chains	37	58	46	10	•	23	'+ '	50
12	Bakeries	41	55	46	19	Engineering & Drafting	15	59	33

No. of Pro-		Usag Man			
jects	Classification	Low	High	Av.	
11	E.D.P. Departments	33	56	44	
23	Maintenance Departments	23	41	28	
8	Outside Salesm n	21	40	32	
2	Entertainment, Restaurants, Radio & T.V.	39	48	43	
	AVERAGE USAGE		44	4.9	

C. Organizational Conditions Which Require the Use of an Outside Consultant

- 1. The need for outside advice, an unbiased opinion and new insights to resolve recurring problems.
- 2. Your staff lacks a particular set of skills or the expertise to accomplish a corporate objective.
- 3. When you don't know precisely what to do or how to react to a change in your market or operating environment.
- 4. There exists a temporary on-site or off-site need for additional qualified personnel who can rapidly assimilate your business and meet a peak work load or an unusual time schedule.
- 5. You are looking for knowledge in a field which is not a part of your normal job or past experience.
- 6. Development of strategy and tactics for structuring and implementing acquisitions; diversification, divestitures, and long range planning.

- 7. When you need an accurate assessment and management audit of a department in trouble with specific solutions for correcting the problems.
- 8. You desire an exceptionally high level of competence in an area that does not require or cannot sustain a full-time person of this caliber.

D. Advantages of Using a Consultant

- 1. Work intensively and with high level of competence without disrupting your routine work patterns.
- 2. You pay only for the time the consultants are engaged.
- 3. Provides additional expertise without permanent obligations.
- 4. Can expose problems the client's employees are blind to.
- 5. Upgrade the education, management and supervisory abilities of client's staff.
- 6. Can achieve practical measureable results in a very short time.
