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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.

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## 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.



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

No. of Pro- jects	Classification	Usage of Man Hours		
		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.....44.9

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.

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