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Deep Dive Retail Productivity & Workforce Management Experts

A White Paper from SWL Group Ltd:

## **“Delivering Quick Business Wins through a Productivity Snapshot”**

### **A brief introduction to:**

- *What a snapshot consists of*
- *Why undertake a snapshot*
- *The methods used*
- *Typical business benefits achieved*

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## **Delivering Quick Wins Through a Productivity Snapshot**

### **1. What is a Productivity Snapshot?**

A productivity snapshot can be viewed as a ‘toe in the water’ exercise – similar to gap analysis – that initially establishes the size and scope of productivity and efficiency improvement opportunities in an organisation or specific area.

Snapshots are typically completed as part of a suite of foundation activities required prior to the implementation of Workforce Management Systems (WFM), including staff profiling and budgeting applications. The snapshot usually contains a small but representative sample of sites / areas and is seen as a precursor to the initiation of full productivity reviews involving a much larger sample size.

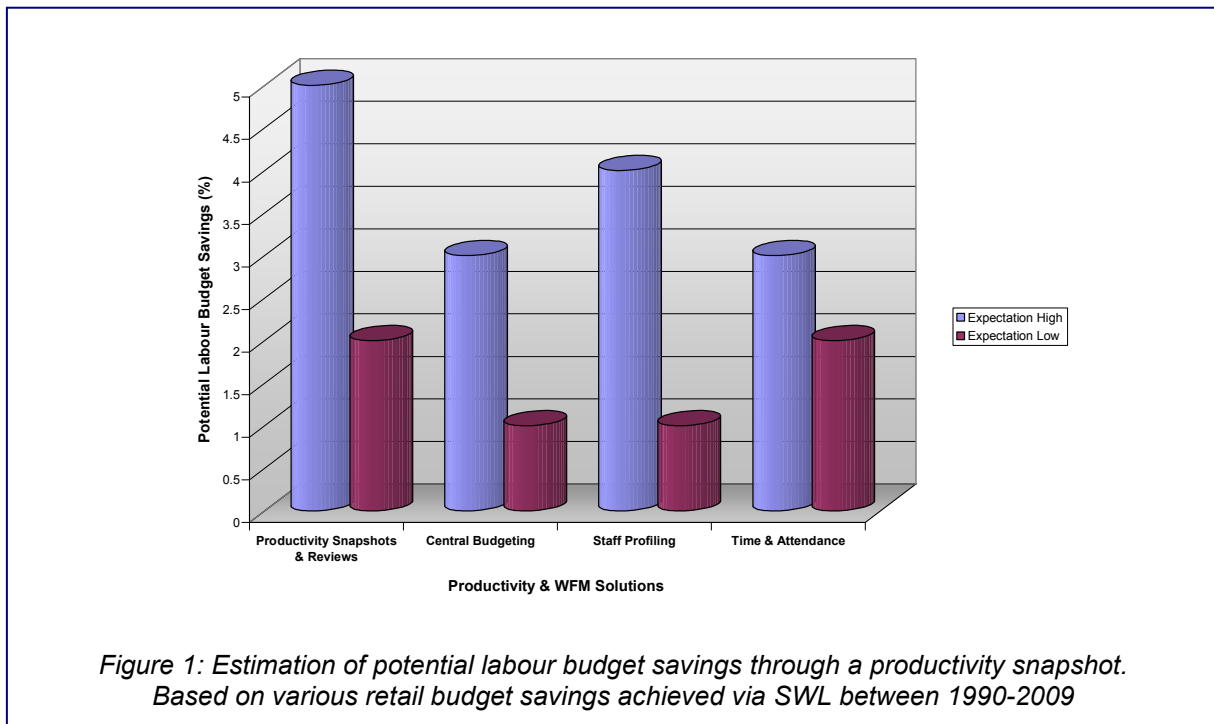
Additionally, a snapshot often provides a useful steer as to where future and larger reviews should be focused, in order to derive the greatest benefits from such a project.

### **2. Why Undertake a Productivity Snapshot?**

There are several reasons as to why many of the UK’s most successful organisations have invested in productivity snapshots, including:

- Gaining enterprise-wide business buy-in and support to the productivity culture
- Understanding how all time is used and what hours and costs are really needed
- Identifying productivity and process improvement opportunities
- Identifying productivity and efficiency short-term benefits / quick wins
- Discovering productivity and efficiency long-term benefits
- Understanding the actual potential for business benefits achieved through WFM systems
- Confirming project methods and plans prior to full productivity reviews
- Providing factual and accurate supporting data for work standards and store model builds

Regarding financial benefits, most businesses realise full investment returns within three to five months, which explains the popularity of such an initiative. Figure 1 on page 2 indicates the approximate percentage of an organisation’s labour budget that can be saved through a snapshot.



### 3. Productivity Snapshots: Methods Used

The more experienced productivity consultants/experts will offer a variety of measurement tools and methods in order to produce the required accuracy coupled with the most effective use of resources available. These include:

- Rated Activity Sampling
- Direct Studies
- Production Studies
- Process Mapping
- Synthetic Data
- Analytical Estimating
- Key Stakeholder Interviews
- Negotiations

The first five areas given above are executed on via direct observation and video, using manual and electronic data capture methods as required.

To ensure faster communication of results as well as more accurate and concise data, it is recommended that productivity reviews be carried out using PDA hardware and software.

## 4. Productivity Snapshots: SWL Methodology

### 4.1. SWL's Recommendations for Success

- **Simple is best**  
A simple approach is best; initially most businesses do not need vast levels of detail to start delivering WFM benefits
- **Focus on the 20% that delivers the 80%**  
Initially focus on the low risk, big Workforce Management wins
- **Must be easy to understand**  
Results and outputs must be easy to interpret and communicate
- **Must be easy to use**  
The output must be relevant to the end user's WFM system
- **Must be easy to maintain & support**  
Keep it simple; no complicated calculations ensures ease of ongoing WFM maintenance and support
- **Delivery of maximum gain for minimum effort**  
The 'Acid Test': delivery and audit of the WFM benefits achieved

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