



## SERVICE

Coleman Consulting helps clients achieve quantifiable cost savings by implementing new schedules for deploying operations, maintenance, and service assets, without sacrificing employees' work/life balance.

Most companies in the service industry or with employees staffing "day positions" in support departments are missing multi-million dollar opportunities to save money and increase profitability because they think employees will be happier with traditional schedules.

To save millions of dollars while expanding your markets, you need to change your thinking. When schedules are designed that meet your business needs, but also provide time off advantages outside of traditional nine to five, Monday through Friday hours, employees will respond positively to a change.

### **Better Equipment Utilization Boosts Productivity**

The design division of a major government supplier increased productivity by converting day workers to new schedules. Design engineers scheduled for the same 40 hours each week were logged onto the central design computer simultaneously. The resulting load on the system caused waits of between ten minutes for a simple print job to over an hour for a complex design calculation. The company was spending millions of dollars each year for employees to wait. The easy solution would have been to buy millions of dollars of additional computing power.

Instead, Coleman Consulting devised a schedule that better utilized the company's heavy investment in design equipment. As a result, the company significantly shortened the product development cycle, bringing new products to market in record time at a reduced cost. Staffing for the alternative hours was primarily by volunteers who increased their number of days off while maintaining the same pay.

### **Redeploying Safety Workers Saves Money and Lives**

One night, a utility company received an emergency call reporting a gas smell. There was only one service truck on the streets that night, and it was across town from the location of the emergency. Before it arrived to service the problem an explosion occurred, resulting in the death of a citizen.

The company realized they had to make changes and called Coleman Consulting to discuss alternative schedules. We recommended maintenance personnel be deployed at night, and because traffic was lighter and distractions fewer, productivity rose. Also, with trucks throughout the city performing maintenance at night, emergency calls would be answered more quickly and other tragedies averted. This solution yielded significant cost savings and better utilized the fleet, thereby reducing the number of vehicles required and attendant fleet costs.

"Coleman Consulting provided a business analysis by mining an existing traffic database and provided information in a clear and concise format that had been previously difficult to visualize and obtain. This analysis alone was worth the price of the project."

Richard J. Polo / Lieutenant Colonel / United States Army

## Optimize Your Company's Assets

Coleman Consulting helps service industries reduce labor costs and increase market share by innovative scheduling. If you have facilities, hardware, equipment and vehicle fleets that are utilized only 40 to 80 hours per week, you may be able to consolidate with creative scheduling and defer millions of dollars of capital. Most management teams trying to reduce costs in the service industry focus on labor savings but miss the opportunity provided by redeploying and consolidating capital and reducing fixed costs.

If your labor scheduling system or software does not take into account the critical cost difference between under-matching the workload (fairly inexpensive overtime) and overmatching the workload (very expensive idle labor time) you may have significant hidden labor costs.

If you change your hours of operation to reflect your customers' preferences and availability – primarily evenings and weekends – you can increase market share and profits.

Our definition of a schedule is not a shift length, nor a day-off pattern. It is not confined to a 9:00 a.m. to 5:00 p.m. time frame, or any specific shift length or day-off pattern. A schedule is a system for deploying capital and personnel with employee buy-in and specific work/pay/coverage policies.

Think of the number of services currently available 24 hours per day, seven days per week compared with 20 years ago. Remember when the mall was closed on Sundays and evenings? In the increasingly competitive global marketplace, expanding hours and consolidating facilities are inevitable. Your company should lead, not lag, this unstoppable trend.

Coleman Consulting teams are facilitators of change, and experts in communicating reasons for that change to all parts of an organization. Our experience in a vast array of industries over the years has positioned us to move into what are emerging markets for us – in particular the varied and challenging service industries. As we consult with police and fire departments, hospitals, security services, call centers, transportation services, gaming establishments, and financial service providers, we find that our proven solutions for other industries work well in these arenas.

Proper scheduling will improve your quality of service and increase customer satisfaction without affecting employee morale, and Coleman Consulting's methodology and technology will help you implement cost savings. Change is not easy, but with a committed management team, a clear explanation of the business reasons for change and involved employees who build the new solutions from appropriate models, it can be done.

## Ph.Ds Work Nights: Time-to-Market Shortened

A leading semiconductor company was racing to be first to market with a new microchip. Researchers on a typical day schedule were putting in 60-hour work weeks because of their commitment to the project, but they were utilizing only about 33% of the available work hours each week. Coleman Consulting came in as the company began converting from research mode to production mode.

Management was worried about the high-tech process being carried out efficiently with unsupervised, less skilled workers on site during the evening, night and early morning hours. Coleman Consulting designed a schedule that would require some 35 engineers, many holding doctoral degrees, to work these "back shifts." They were very resistant at first: "Oh, sure, I earned a doctorate to work night shift!"

In return for covering these off hours, they received an attractive offer – their work week would be limited to 40 hours. While there would be some night and weekend coverage, they would get two days off each week, as well as built-in blocks of time off every twelve weeks, and they would not have to wear a beeper (be on call during time off). This time off would not be counted as vacation time. These highly motivated people were accustomed to putting in 50 to 60 hours a week with only one day off, so these additional blocks of free time provided incentive for them to buy into the new schedule.

The company had expected production losses to occur when unsupervised workers were running production lines, but with engineers on hand to immediately fix problems or prevent their occurrence, these anticipated problems did not arise. Also, less skilled workers had an opportunity to be trained by the engineers on the job, upgrading their value as employees. From a business standpoint, the major benefit was a 25 percent reduction in product development cycle time that allowed them to be first to market with their product – a critical consideration in the competitive high-tech world.

### **The following list represents typical improvement opportunities in the service sector:**

- Enhancing Customer Experience
- Reduce Response Time
- Maximizing the "Take" at the Point of Sale
- Workload Modeling and Matching
- Integrating Part Time Employees
- Optimizing Occupancy