

CHAPTER 3: Case Study of Analysis for Performance Improvement

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
<p>Acme, Inc. markets, designs, produces, sells and distributes a line of new and replacement seat covers for automobiles.</p> <p>You are a performance improvement specialist for Acme, Inc. You are relatively new with the corporation but have experiences a number of small successes in the Production Division in the past six months.</p>	<p>Figure 3.1. Acme Distribution Division</p>	<p>From a performance perspective, write a sentence that describes what is going on at Acme:</p>
<p>Records Show</p> <ul style="list-style-type: none"> • Returned Goods Rate is up • Inventory Error Rate is up • Shipper overtime is up <p>Interviews Reveal</p> <ul style="list-style-type: none"> • Director of Distribution is aloof • Head of Inventory Control convinced problem is in shipping • Terminal Operator is experience and thinks the new computer system is great. • Head of Shipping thinks he is being set up and believes shippers are well qualifies. <p>Shipping Supervisor is hassled and feels overworked.</p> <ul style="list-style-type: none"> • Shipper has 10 years of experience and liked his job until Harry (other supervisor) got sick. 	<p>Figure 3. 2 Return Goods Rate</p>	

