



NORDIC PRODUCTIVITY: What's the bottom line?

**Celerant Consulting Nordic
Productivity Survey 2011**

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A MAJOR SURVEY OF NORDIC BUSINESS LEADERS.

In 2011 Celerant Consulting carried out a major online survey of 175 Nordic Business Leaders to establish the bottom line on Nordic productivity.

Profile: 30% Top Executives, 70% Senior Executives.
12 sectors with 50% from Manufacturing & FMCG.
15 functions with 36% from Operations & Production, 28% from General Management.

'In Nordic society, the incentive to work is diminishing and the urge to put in extra effort is disappearing. This is in sharp contrast to foreign competition.'

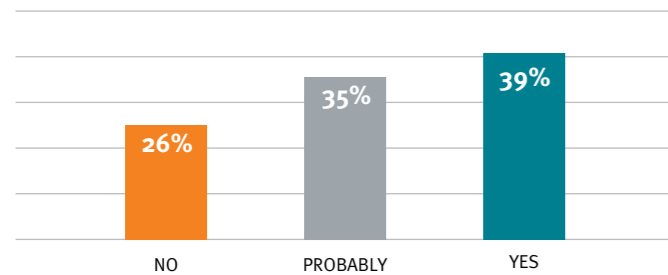
CEO Global Transportation.

'People are creative and full of ideas. If you have the right staff, you get good input and good productivity.'

CEO Consumer Goods & Services.

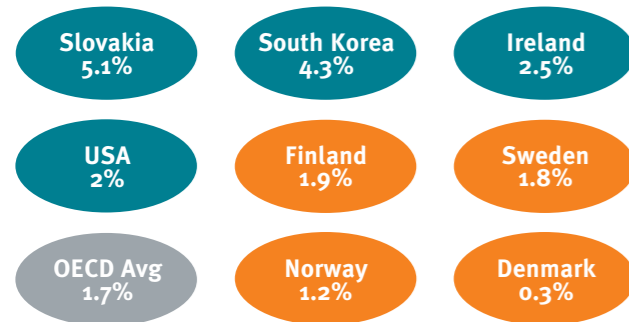
1 The Nordic Perspective I

Do you believe productivity levels in the country where you work are comparable with other countries?



3 The Global Reality II

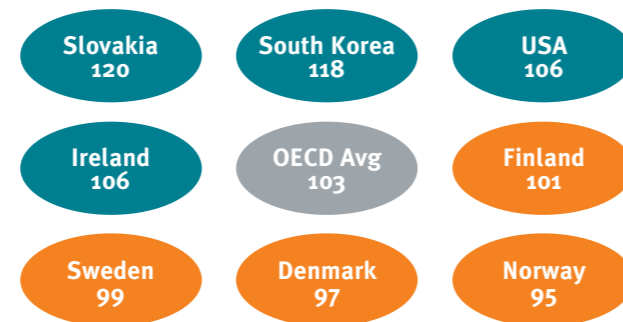
Productivity increases are significantly lower in Denmark and Norway – a worrying trend.



AVERAGE ANNUAL PRODUCTIVITY INCREASE 2000-2008 (%). SOURCE OECD

2 The Global Reality I

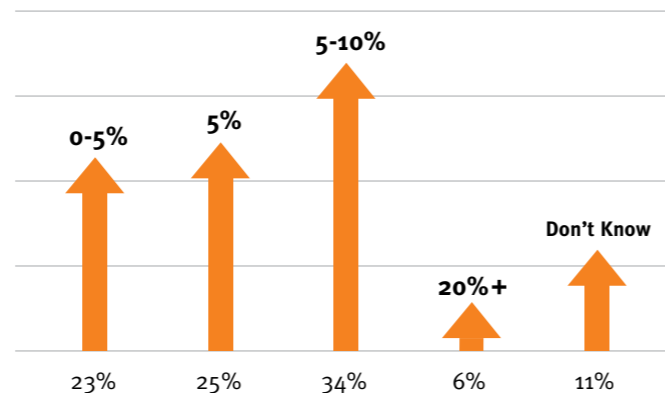
Productivity levels in Nordic countries are all below the OECD average.



AVERAGE LABOUR PRODUCTIVITY 2009 INDEX: 2005 = 10. SOURCE OECD

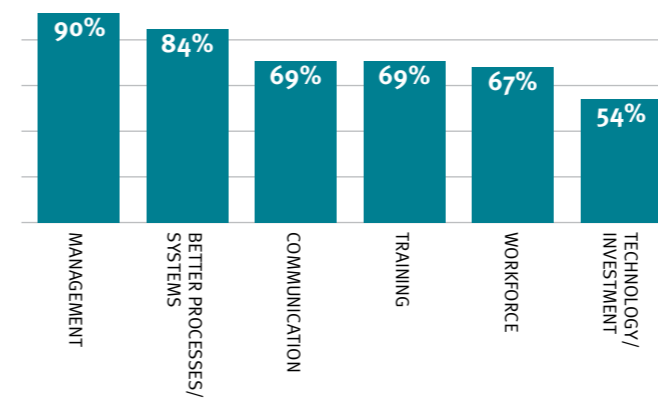
4 The Nordic Perspective II

How much has productivity increased in your business unit/department in the last year?



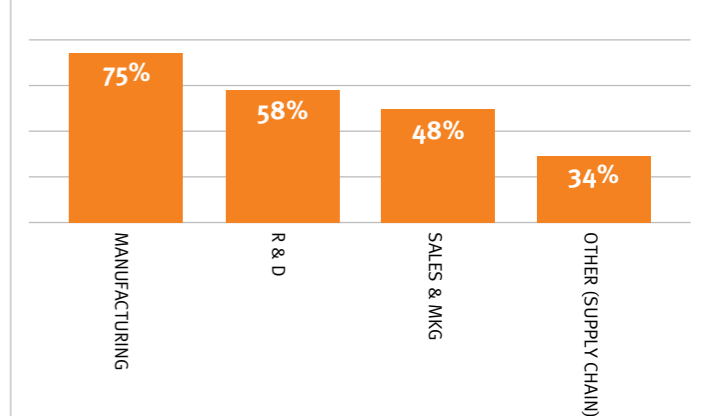
5 Productivity Levers

What do you think are the most important levers for productivity?



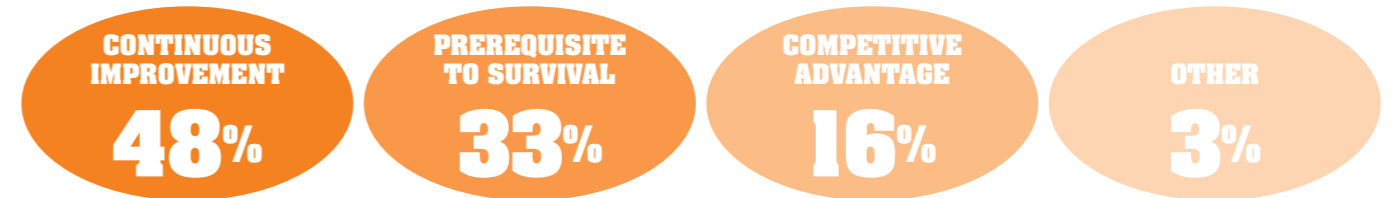
6 Improving Value Chain Productivity

Where do you see the biggest productivity increases coming from in your value chain?



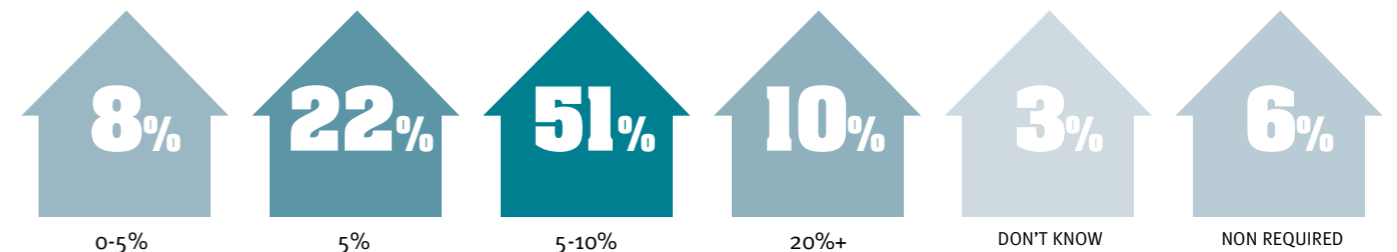
7 The Power Of Productivity

How do you classify productivity gains?



8 2011-12 Nordic Productivity Targets

What is your target for improving productivity in your business unit/department this year?



9 Measuring Personal Productivity

How do you measure your own productivity?



For 25 years, Celerant Consulting has delivered successful, sustainable change for world leading companies. Our expertise covers the entire spectrum of the Operations Management ecosystem, with a core focus on Performance Improvement and Behavioural Change Management. Every project is a long term partnership where we get down on the ground to identify and analyse a Client's most significant business challenges, then work with them to drive up results. We provide operational strategy and implement customised operational solutions that capitalise on existing systems, processes and people - and deliver substantial benefits. We change business for good and over 90% of our Clients say they would be pleased to work with us again.

Please contact us if you'd like to know more about this research and our solutions to increase Productivity.

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Oman • Sweden • United Arab Emirates • United Kingdom • United States of America**

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