



Suggestion Systems

and the Related Cultural & Management Issues

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▶ Education

- ▶ B. Sc. in Mechanical and Industrial Engineering, The University of Iceland 2001.
- ▶ M. Sc. in Industrial Engineering, The University of Iceland 2008.

▶ Working Experience

- ▶ Software Developer.
- ▶ Purchasing & Project management.
- ▶ Consultant from August 2008.



Thesis

▶ **Title:**

Suggestion Systems & the Related Cultural & Management Issues

▶ **Company:** Alcoa Fjardaal in Reydarfjordur, Iceland.

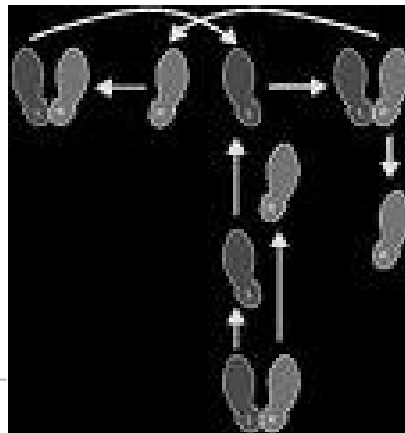
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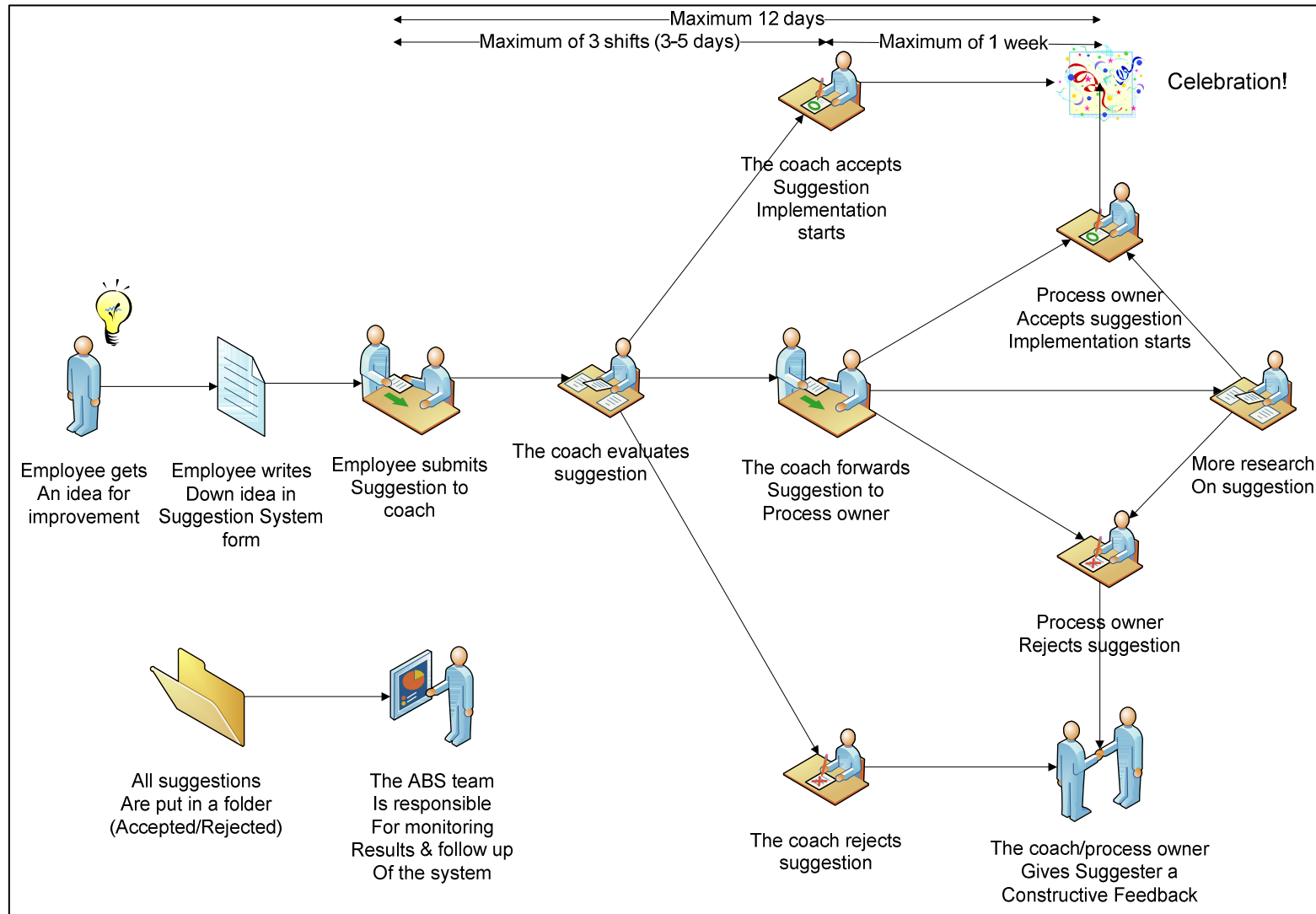


Suggestion Systems

- ▶ A suggestion system is a set of procedures that ensures that employee ideas are handled smoothly and fairly.
- ▶ Can be in the form of pulse meetings, suggestion boxes or more formal systems.
- ▶ 1881- The first suggestion system.
- ▶ It can be hard to get the flow started and keeping it going.



The Design



The Suggestion System form

Tillaga að úrbótum/A Suggestion for Improvement

Alcoa Fjarðaál 

	Vakt/ Shift:	Nafn/ Name:	Dags/ Date:
Áhrif / Impact – Merkið við allt sem á við/ Check all that apply:			
<input type="checkbox"/> Umhverfi/ Environment	<input type="checkbox"/> Öryggi/ Heilbrigði-Health/ safety	<input type="checkbox"/> Töpuð framleiðsla/ Lost Production	
<input type="checkbox"/> Mannauðsmál/ people	<input type="checkbox"/> Ferlistýring/ Process control	<input type="checkbox"/> Tæki/ búnaður/ Equipment	<input type="checkbox"/> Hráefni/ RM
<input type="checkbox"/> Vörugæði/ Quality	<input type="checkbox"/> Vinnumhverfi/ Work Environment	<input type="checkbox"/> Viðskiptavinur/ Customer	<input type="checkbox"/> Annað/ Other

Hugmyndin mín/ My Suggestion:



Implementation

- ▶ October 2007 – January 2008.
- ▶ Merged with problem solving system in December.
- ▶ The number of problems/suggestions slowly increased after the merge.
- ▶ 97% in the category of equipment.
- ▶ The 4 shifts were performing differently:
 - ▶ 2 shifts were very active and stood for 90 % of incoming problems/suggestions.
 - ▶ 2 shifts were barely active.



Conclusions

- ▶ The necessary stability for a suggestion system was not present in the testing period in Alcoa Fjardaál.
- ▶ It takes a great effort to get the flow of ideas started and sustaining that flow.



Benefits for a Company

- ▶ Many small improvement ideas can each:
 - ▶ Save a little money.
 - ▶ Save a little time.
 - ▶ Increase safety.
 - ▶ Make work easier.

= Make the company better in some way.



Results from Suggestion Systems

Company	Ideas per employee per year
Toyota	33
Lexus	100
Milliken	110
Aisen Seiki	225 (in year 1983)
Boardroom Inc. USA	104 (in year 2002)
Richter Sounds	20
Dana Corp. USA	20-25
C2 Management, Sweden	60
Coca Cola Sweden, Production department	15
Porsche, Germany	12 (1996)



Benefits for Employees

- ▶ Increased job satisfaction.
 - ▶ Job challenges.
 - ▶ Opportunity to be creative.
 - ▶ Increased self-control.
 - ▶ Motivation from supervisors.
 - ▶ Teamwork is encouraged.
 - ▶ Constructive communication is emphasized.
 - ▶ Often bonuses are paid for participating.



Thank you for listening!

