



The 8 Business Wastes

? What is It

Waste is any activity that **does not add value** to the product, cost money, resources and earn nothing to a business. A **Waste Assessment** will help us identify improvement opportunities.

🕒 When

- To **develop** a Lean Strategy
- To **track** results of our improvements
- To **identify** areas of improvement, problems and potential risks

🎯 Goals

- Eliminate or reduce wastes that are included **within the cost** of the products, either **inflating the price** the customer pays or **reducing the profit** of the business.

📝 How: Remember the acronym DOWNTIME

D DEFECTS	Rework, scrap, incorrect components, poorly made, damages, faulty parts. Lack of design, cultural, quantity driven.	T TRANSPORTATION	From one location to another, the cheapest. Poor workflow design, material handling, logic in sequence, excessive ops gaps.
O OVERPRODUCTION	Scheduling issues, "Just-in-case", redundancies. Supplier distrust, forecasting, unreliable process, setup times.	I INVENTORY	Over requirements, "just-in-case", slow precedent process, large batches. Unbalanced process, long, complex handling.
W WAITING	Materials, missing parts, quality issues. Unbalanced process, variability, deviations, lack of information.	M MOTION	Excessive distance, heavy, searching, reorient. Poorly layout design, disorganized, no working methods, poor product design.
N NON-UTILIZED TALENT	Ignoring, forcing, lack of support. Cultural issues, policies, bureaucracy, training, lack of time and resources.	E EXTRA PROCESSING	Customer doesn't care, endless refinement, tolerance, extra packaging. No standards, poor product design, no clear specs.

💡 Hints

- ✓ Use a **Waste Assessment**.
- ✓ Combine it with a proper **Process Walk** (Gemba walk).
- ✓ Assess **regularly**.
- ✓ Use a **priority matrix** to focus on the highest impact with the lowest effort.
- ✓ **Communicate** to the teams and encourage participation.

📄 Apply

Lean Assessment

PathStone Group
Waste Walk Worksheet

Process Area	Waste	Issue Observed	High level cause	Date	Comments
D	Defects	Repeat of the weight checker. Monitor includes 8% variations. Wrong product at the creator center.	Process	23-Mar	Check equipment or portion quantity. Do not include defective items in quantity.
	Overproduction	Extra inventory causes blocked and in line.	Lean		Check for lean or overproduction processes.

Waste Walk Worksheet

