8W Approach to Identify & Remove Waste in Your Business & Engage Your Employees as Waste Hunters

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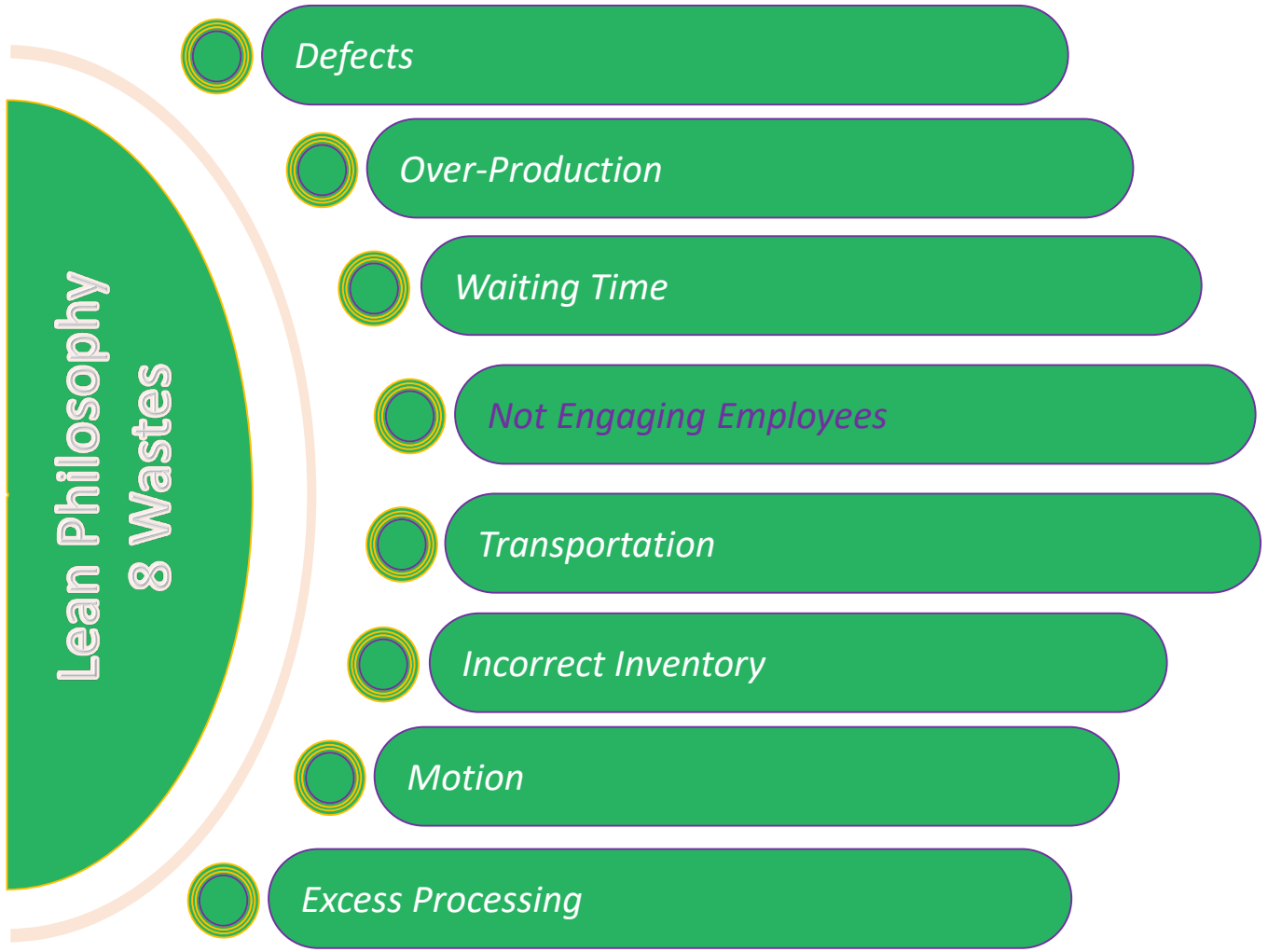
The 8 Wastes



8 Wastes (Process Examples)

- **D – Defects** – Product that is not to the agreed quality e.g., Ethylene that is not of the required purity
- **O – Over Production** – Producing more of a specific product or intermediate than is required for downstream processing e.g. Producing more of a specific rubber intermediate that can be made into finish product to fulfil a specific order
- **W – Waiting** – Waiting for a process to be completed before the product can go to the next step e.g. downstream process such as an extruder not ready to process a polymer, due to imbalance in flow or excessive transition time
- **N – Not Engaging Employees** – Not using all the human capability available to either get involved in problem solving or continuous improvement activities

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8 Wastes (Process Examples)

- **T – Transportation** – Moving materials around from one plant (or sub-plant) to another more than is the minimum required because of poor flow design
- **I – Incorrect Inventory** – Having too much (or not having enough) inventory to satisfy the next step in the process. Too much inventory implies an increase in working capital that ultimately may not be able to be converted (waste)
- **M – Motion** – More human interface (motion) activities with a machine or process than is the minimum required to complete the step e.g. Too many forward / back activities can increase the process or machine cycle time to a point which does not satisfy Takt or is sub-optimal
- **E – Excess Processing** - Either over design of a process step or more activities than is specifically required to meet the minimum functioning capability of the end product as defined by the customer e.g., too much packaging or size / colour / shape over specified

We will learn about Takt time during our VSM Work

Takt time is the frequency at which a customer calls of or orders a product e.g. so many units per hour or day. We need to align our production capability such that we can process faster than, the customer calls off. We can measure both easily, and by eliminating wasted production time (unnecessary recycles) we can increase factory capacity.

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8 Wastes Example (Automotive Example)

Defects - Improve tolerances and eliminate defects.

Over Production - Match cover production to engine production.

Waiting - Ensure engines do not have to “Wait” for covers prior to installation.

Not Engaging Employees. - Engage teams in the design and process improvement.

Transportation - Use local cover manufacturers to minimise transportation.

Incorrect Inventory - Ensure there are no stock-outs with appropriate buffer stock.

Motion - Adopt Cell philosophy to reduce “Motion” waste.

Excess Processing - Reduce number of bolt holes in cover.

The Concept / Approach applies to non-manufacturing situations too !

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