

## DOWNTIME Waste

Fighting waste has its origins in the LEAN philosophy. The shortest definition of Lean is: 'Developing employees so that they, collaboratively, eliminate waste.' In this context, waste means all activities that cost unnecessary time or money and that the customer does not want to pay for. Here we will explain the forms of waste that LEAN recognizes and show you how you and your team can identify them.

The eight forms of waste from LEAN are easy to remember using the acronym DOWNTIME.

### Defects

Errors and rejects cause loss of raw materials, loss of time, annoyance, stagnation, and repair work.



### Overproduction

You produce more than is currently in demand, like unordered products or unused software features. Overproduction leads to other wastes such as inventory and transportation.

### Waiting

Waiting for processes, work by others, availability of resources, answers to questions, budget approval, or a signature. Waiting includes all delaying factors that don't add value.



### Non-utilized talent

Unused knowledge, skills, and creativity. Employees do not live up to their potential. The organization misses opportunities, and it causes an increase in employee turnover.

### Transportation

All movements of materials and information from location A to location B, system A to system B, or one desk to another. This also includes translating messages from one interface to another and deploying to different environments in IT.



### Inventory excess

Storage and raw materials (even in intermediate products) cost money and time and do not yet yield anything. The same goes for idle research and unfinished work in administration and IT.

### **Motion waste**

Unnecessary movement, searching for stuff or information, moving things around that get in the way, all actions that add no visible value to your product. This includes task and context switching and searching for information in knowledge work.



### **Excess processing**

All actions the customer does not want to pay for because they add no real value to the product.