

Reflections on Bengtsson and Osterman 2014

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**What is the aim of
the paper?**



Aim of the paper

- To exemplify, discuss, and improve the concept of the 9th waste.



**So, how about the
definition of the 9th waste?**



Definition of the 9th waste

- “Wasted improvements” or “Improvements in vain”.

... if you reduce steps but do not make something of the time you have saved, you really have not saved anything.



**How about triggers of
inefficiency?**



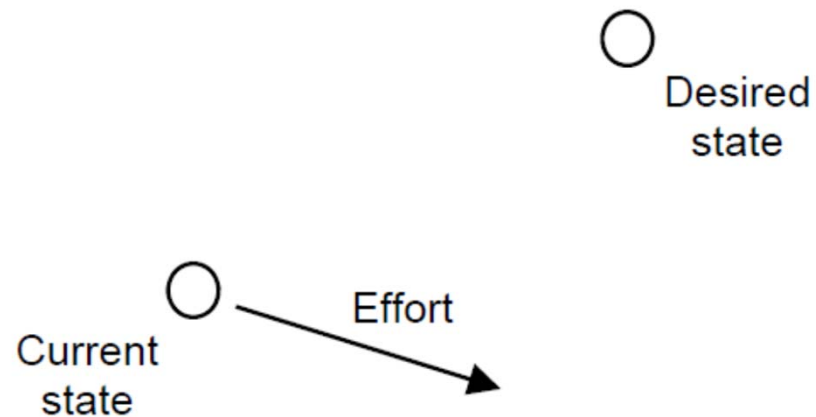
Triggers of inefficiency

- Incomplete understanding of lean
- Unfocused improvements
- Superficial solutions
- Lack of synchronization
- Blind improvement course



Incomplete understanding of lean

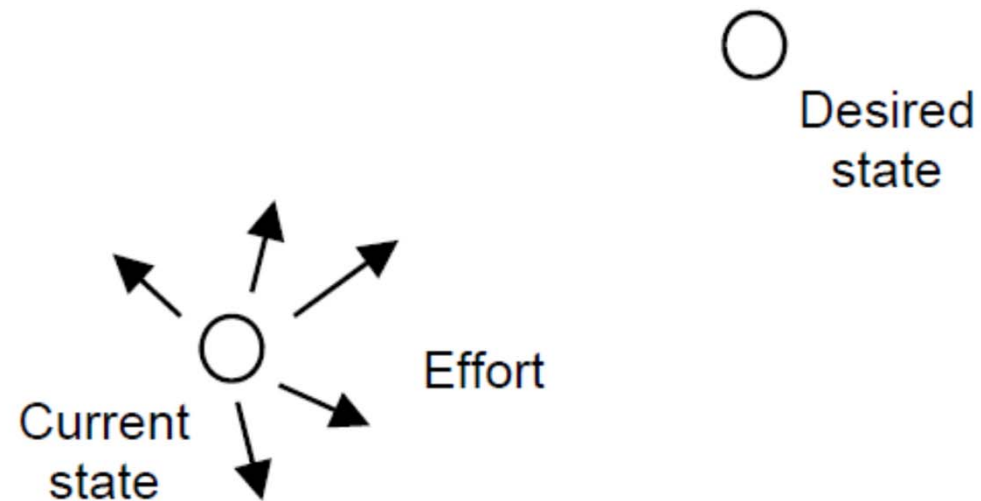
For example connection between MUDA, MURA and MURI.





Unfocused improvments

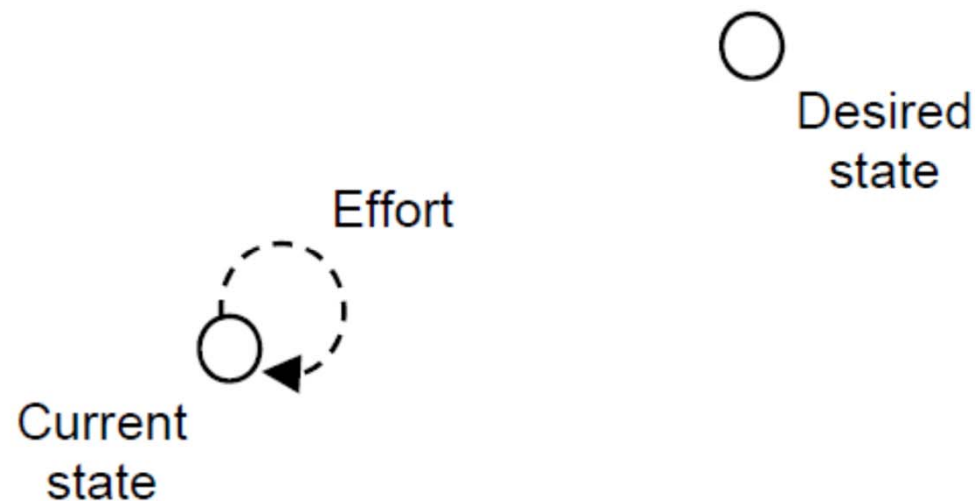
Much effort is spent achieving very little improvement.





Superficial solutions

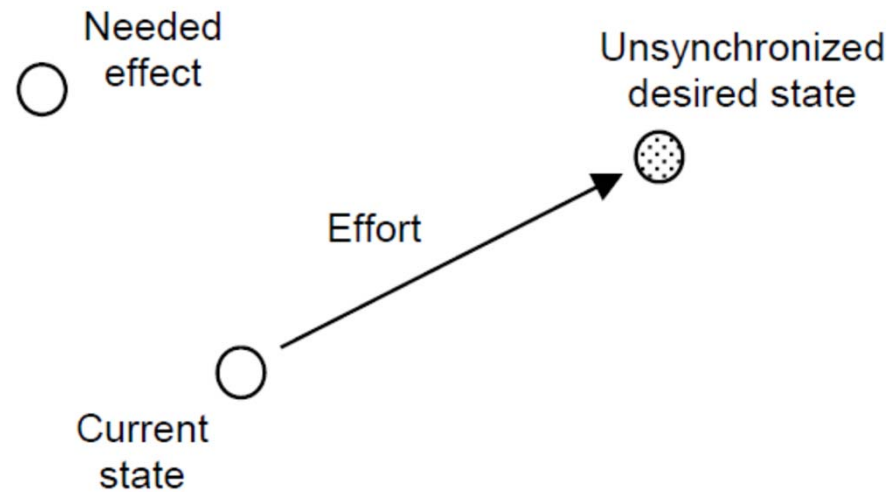
- The demands of management does not match the capacity of the organization.
- Minimal effort is spent by organization, achieving only little or non improvements.





Lack of synchronization

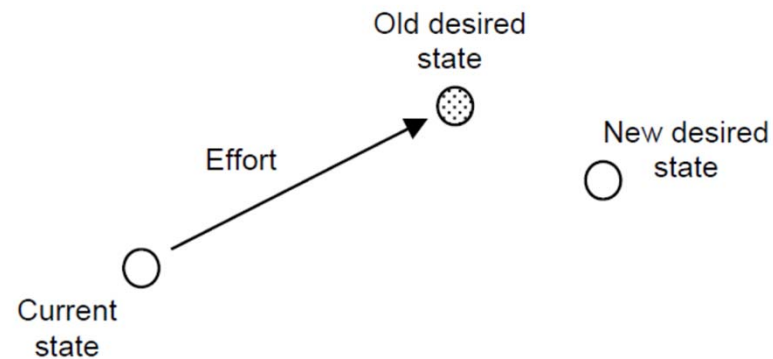
Lack of synchronization between departments that is indirectly connected, therefore the target is wrong.





Blind improvment course

A list of improvement based on what was known when the list was created, therefore we are in old desired state.

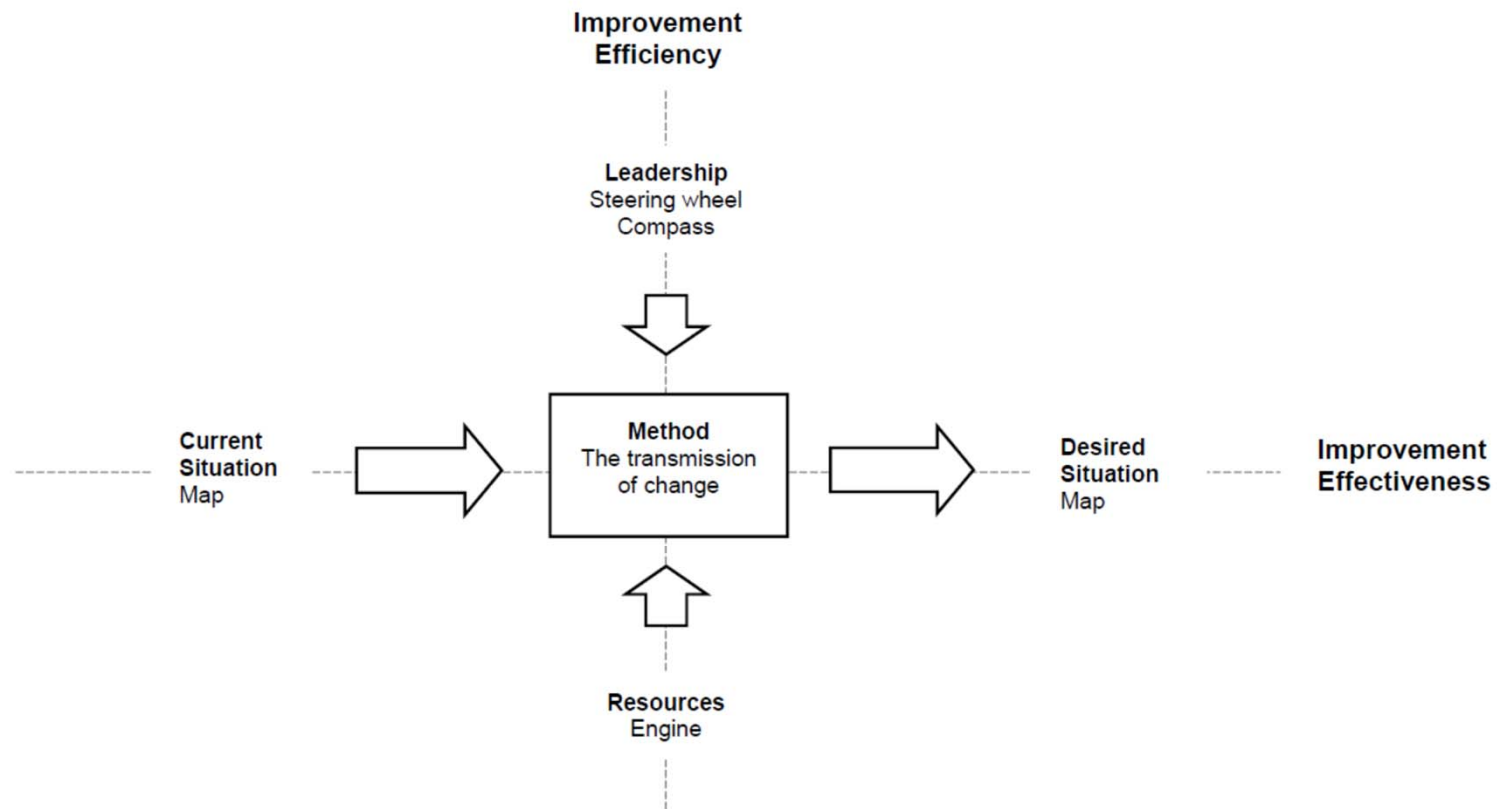




Improvement process model



Improvement process model





Next lecture

Guest lecture: Dr. Ali Rastegari, Volvo GTO
Condition Based Maintenance

Lecture: San Aziz, Maintenance development