

Hidden Factory

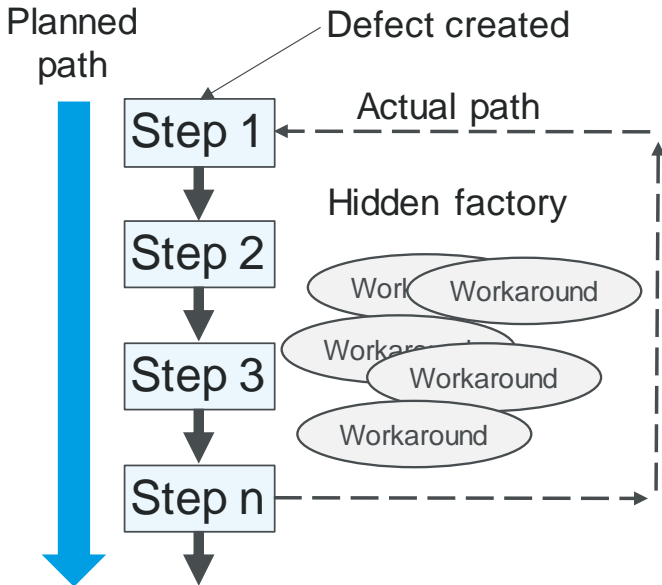
Problem

How to identify waste due to unnecessary work?

Difficulty

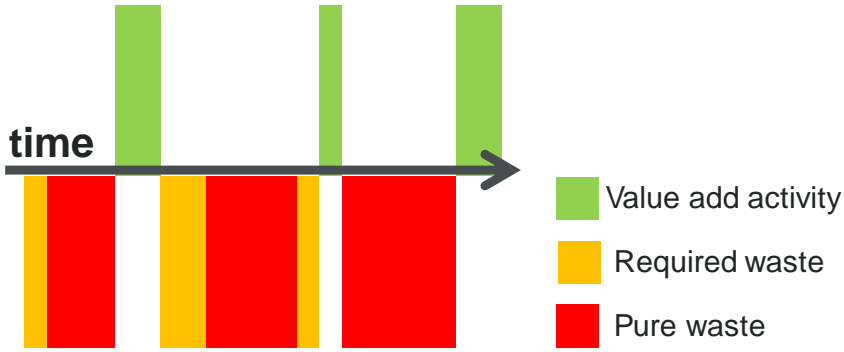
Some training required

- A **Hidden Factory** is created when a defect flows downstream.
- The hidden factory represents process activities causing loss of: Availability, Efficiency, Schedule, Quality, or Performance.
- Visualization tools can help identify wastes caused by the “hidden factory.”



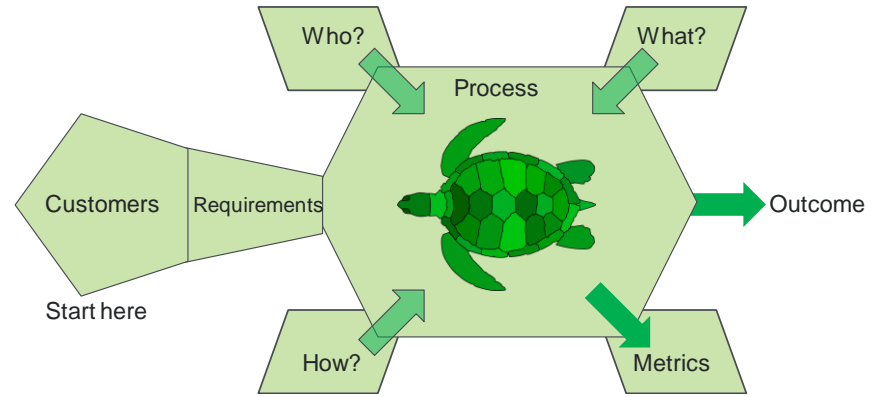
1. Assemble team
2. Scope the mapping effort
3. Choose an appropriate visualization tool, such as
 - Spaghetti diagram
 - Time value map
 - Process map
 - Swim lane diagram
 - Turtle diagram
 - ...
4. Map the process
5. Identify waste (and then remove it)

Hidden Factory – Example Mapping Techniques



Time value map

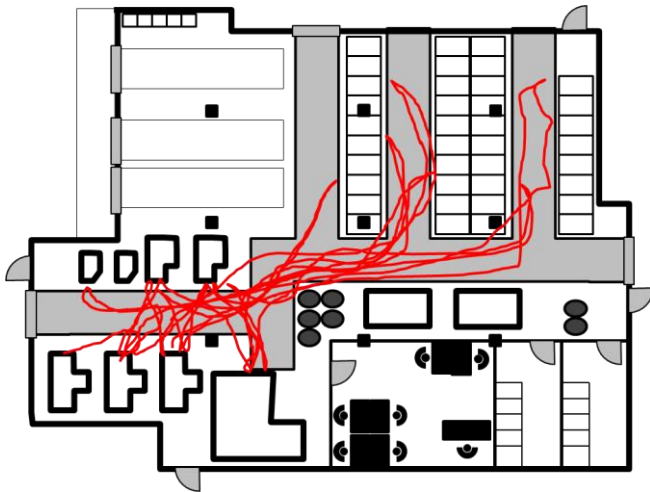
Shows non-value added activities with durations



Turtle diagram

Shows key activities

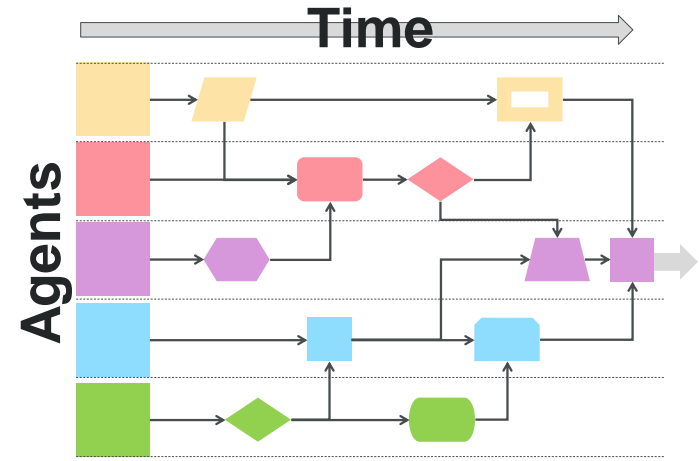
<https://creazilla.com/nodes/3164991-turtle-clipart>



Spaghetti diagram

Shows unnecessary motion

<https://www.allaboutlean.com/wp-content/uploads/2015/06/Spaghetti-Diagram.png>



Swimlane diagram

Shows who does what, when, and with what input

Hidden Factory – Notes

Slide 1

- The 6in6 on “7 Wastes” describes the 7 classic types of wastes. Actually identifying where those wastes appear is facilitated by thinking in terms of a “hidden factory”.
- Visualization tools are useful as they often quickly summarize a complicated situation.

Slide 2

1. There are many standard visualization tools.
2. You can create your own type of visualization to show the actual process that is occurring.