

By Ron Crabtree, CIRM, CPIM, CSCP, MLSSBB

President, MetaOps, Inc

www.MetaOps.com

www.OperationalExcellenceEdge.com

© MetaOps, Inc 2011



5 Hidden “Profit-Sapping Wastes”

Introduction	3
What Adds Value?	5
Waste #1: Internal Communication Breakdowns.....	8
Waste#2 Poor Personal Productivity and Time Management.....	10
Waste #3 Ineffective Meetings (not enough or too any).....	14
Waste #4 Knowledge Disconnection.....	17
Waste #5 Lack of Organizational Focus on “Value Add”	19
Summary of the Five Wastes.....	24
Finding Key Wastes in Your Organization.....	25
About Ron Crabtree.....	29
Stop the Crazy Waste.....	31

Congratulations on taking your first step towards finding a way to survive and thrive in today's difficult economy. By downloading this report from Ron Crabtree and MetaOps Inc., publisher of *Operational Excellence Edge: No More Wasted Time, Money and Resources*, you are well on your way to destroying wastes in your organization that you never knew existed!

If you're reading this report, you're probably a business owner, company president, or other key executive who wants to improve your business results. One way to do this is to eliminate time, money, and resources that don't bring value to you and your customers. These are —wastes. You may have already made several improvements in parts of your business, yet you sense that there's more to find. Everyone knows that if you aren't continually raising your game, you can't remain competitive.

You've most likely attended seminars and workshops -- or even hired a consultant at one time or another – in order to help improve profitability or efficiencies in your business. You may be frustrated because improvements haven't stuck or have lost their effectiveness in the long term.

If you're like most people, you're continually searching for the next —silver bullet, or at least a new tool or method to help add a few more dollars onto this year's bottom line. I may not have gotten credit like Thomas Edison did, but helping organizations uncover, admit to, and eliminate these wastes is probably my greatest contribution. Most people miss the elephant in the room – the fact that 30% or more of every dollar spent running the business is probably being *wasted*.

This report will reveal the —five hidden wastes that can cost ANY organization \$100,000 or more every year. Plus, you'll discover a quick and easy-to-use tool to help your team learn about the changes needed to realize the next round of improvements— and your staff will actually get excited because they'll see what's in it for them!

Most organizations experience a small (and sometimes large) fortune in hidden wastes every day. Unfortunately, the wastes tend to be hidden and insidious. How can you uncover—and eliminate—these wastes in your company? I'll show you how to:

- Recognize problems you never knew existed
- Identify their root causes
- Take action to improve your results
- Improve your bottom line

You're in business to make money, right?

I'll make the basic assumption that you agree with the following: we're in business to make money—now and in the future. We accomplish this only by providing high-value services and products for which we are paid profitably.

To help you get into the right mindset for finding and eliminating wastes that sap your money-making potential, let's create the context for our discussion. I hope you also agree with this statement:

“Wastes” are any efforts or expenditures of resources that don't **directly add value** for customers.

*We have to
earn our
pay by
providing
more value
to our
customers
than what it
costs to
produce our
services and
products.*

What adds value?

Let's exercise some critical thinking about what does and does not add value. If you go into a retail clothing store and ask for help to buy a specific item of clothing, which of these steps in the shopping process are you willing to label as "value add"?

"Wastes" are any efforts that don't directly add value

1. The sales associate promptly comes to you when asked (or even without being asked).
2. The sales associate tries to sell you something you don't want or recites all of the store's specials before you can say anything.
3. The sales associate listens carefully to what you say you want and confirms that he or she understands.
4. The sales associate has to look on five different racks before finding the size and color you want.
5. The sales associate provides helpful feedback on how the particular item fits you and how it will meet your needs.
6. The sales associate needs to find a manager before honoring the coupon you brought.
7. The sales associate quickly scans in your purchase and lets you know the total cost.
8. The sales associate has to re-enter the purchase total because there are discrepancies between the tagged price and the register's price.



Find the hidden wastes and you'll find the hidden dollars in your organization.

If you're like most people, you probably don't mind paying for the odd-numbered steps, but you're not willing to pay for the even-numbered steps. Worse, the even-numbered steps may make you wish you had stayed home.

If this happens in YOUR business, what does it cost you?

This retail analogy may force you to stretch your "value assessment" skills a little, yet you may be less aware of wastes that exist in your business operations. Let's expand on the value assessment theme.

Find those hidden wastes

The magic in learning to think about defining and recognizing waste starts with a fundamental examination of what we need to do to make more money—and, by direct association, serve our customers better than our competitors. In the core services we provide, we're pretty good at going after those overt "in your face" wastes like mistakes, delays in service delivery, corrections, and poor productivity from our workforce.

This report is not about basic operational wastes—you probably already know what those are. Instead, my focus is on the more insidious wastes that "hide" in our businesses, disguised, in the front and back office operations.

The five hidden wastes are:

1. Internal communication breakdowns
2. Poor personal productivity and time management
3. Ineffective meetings (not enough/too many)
4. Knowledge disconnection
5. Lack of organizational focus on “value add”

I'll expand on each of these and, later in the report, give you a powerful brainstorming tool you can use to begin uncovering these and other wastes in your organization.

Waste #1: Internal communication Breakdowns

Over the years, I've done waste identification brainstorming sessions with thousands of people in hundreds of organizations around the world. In these sessions, participants are asked to make lists of the "things that make them crazy"—sources of waste and variation in their everyday work. Here's one little secret I've uncovered:

Up to 80% of the root causes of perceived waste and variation in business processes are directly related to communication issues.

Below, I've combined some of the issues identified during brainstorming exercises with employees from a call center services company and a printing company. As you read through these issues, ask yourself which are impacted by some form of communication.

- Chasing down people for approvals
- Wasteful hand-offs due to agent skills, weak procedures
- Searching for resources or information
- Inconsistent or incomplete requests
- Missing information—blank spots on forms
- Reprioritization waste—interrupting lower-priority tasks for crisis activities
- Excessive work in process/lack of organization and prioritization
- Searching/looking for materials due to ineffective computer tools



- Double-checking and verifying
- Rush jobs or interruptions
- Rushing/hurrying = mistakes
- Clutter—poor workplace organization leads to wastes of all kinds
- “Phone tag,” caused by a lack of information
- Lack of standardization and visual work = a lot of different wastes and a “ripple effect” of problems



20% of our time creates 80% of our valued output

Waste #2: Poor Personal productivity and Time Management

Many experts argue that 20% of the time you spend at work each day accounts for 80% of the value you create. For most service industries, this is all too often true for most of the workforce and, in particular, for middle managers and above. People struggle, to a greater or lesser degree, with massive amounts of hidden waste, and this leads to losses in personal productivity.

For example, how would you and your staff score each of these issues on a scale of 1 to 5 (with 1 being a non-issue, and 5 being a major issue)?

Issue	Non-Issue<<<<>>>Major Issue				
	1	2	3	4	5
Never having enough time to do things right					
Feeling stressed about finding information you need to complete a work assignment					
Dealing with a zillion interruptions every day					
Being forced (or encouraged) to multitask in order to survive					
Being unable to focus on priorities due to someone else's poor planning					

If you scored any of these issues a 3 or higher, you need to stop and take inventory. What are the root causes of these problems and what is at stake? We'll examine the root causes next and hopefully you'll realize that what's at stake is a potential 25% to 50% improvement in your personal productivity—and the personal productivity of your staff—if you're willing to address these issues.

The multi-tasking myth

Let's examine the "multitasking is good" myth with a little self-assessment of your work habits. First, look at your personal multitasking **capability**. In Western culture, management greatly admires people who can reply to emails, answer the phone, and run a meeting at the same time. We tend to glorify and promote those who seem to be able to juggle everything at once and not let too many balls hit the ground.

There's just one little problem: 99% of people are not effective when multitasking. Why? Most people who multitask and believe they're effective are fooling themselves. What's really happening is this:

- **False starts** – You start a task and then abandon it to do something else "more urgent" ("It'll just take a second to answer that email/phone call"). This leads to excessive "rework". Rework will cause you to start all over again on the original task, effectively wasting all the time you had invested up to that point. Think of this as 'rebooting' your mind.
- **Compromised quality** – While multitasking, is the work you do truly the best possible quality you can give? Would your "customers" agree? Are they always pleased—even delighted—by the quality of your work?
- **Missed details** – Without adequate concentration, you miss important details.

Fact: You can really think about only one thing at a time.

Let's try a little experiment. In your mind, picture an elephant — one you've seen at a zoo or on TV. What's the most bizarre thing about an elephant?

What just happened here? You put this whole report on your brain's back burner while your mind tried to visualize the most bizarre thing about an elephant. Which of the three multitasking consequences just happened to you? For example, did you just have to "reboot" your mind to get back in the flow of reading this report?

How many "elephant sidetracks" do you allow into your day, deliberately or inadvertently? A dozen? Fifty? More?

A company president once hired me to help his planning and scheduling manager who was burning out due to working 12- and 14-hour days, six days a week. After a simple analysis, we learned that he experienced at least 30 interruptions every day. Given the critical nature of the planning task, we estimated that these interruptions consumed 30% to 50% of his 12-hour workday. How? He had to do "rework"—that is, continually restart his thinking process and repeatedly double-check his work after each interruption.

Deliberate or inadvertent multitasking can hinder, rather than help, personal productivity

We created a log to chart his activities and after a review, we were able to streamline his work into improved processes. This log was also

A Pareto analysis is based on the principle that 80% of the effects (issues) can be attributed to 20% of the causes

invaluable in conducting a Pareto analysis of which types of activities took the most time.

It can be very hard to measure, but in this type of assessment it's quite common to determine the following:

People spend at least 25% - and up to 75% - of their time on NON-value adding activities.

Waste #3: Ineffective meetings (and not enough or too many)

I have spent thousands of hours in meetings—as an employee and, in the last 10 years, as a consultant (observing, facilitating, and participating). I unequivocally believe that, in addition to having generally ineffective meetings, most organizations have either too many or not nearly enough meetings. Very few companies get it right on a consistent basis. This is particularly true in service operations.



Here are some signs of **ineffective meetings**:

- People feel that at least 80% of their time is wasted.
- Meetings don't produce clear "next step" actions and accountabilities for actions on a timeline.
- People come late or unprepared, or they take over meetings with their own agendas.
- Attendees exhibit dysfunctional "anti-team" behavior

Here are a few signs of **too many meetings**:

- It takes an administrative assistant an hour to schedule a meeting with more than three people—even with an automated scheduling system—because the people are already booked solid for several weeks.
- Every meeting room in the building is already booked for the next week, making it impossible to schedule.
- People spend so much time in meetings that they have to come in early or stay late to get their “real work” done.



Do any of these signs sound familiar?

Here are signs of **not enough meetings**:

- People feel uninformed about what’s going on.
- Decisions are made that conflict with other parts of the organization due to a lack of coordination between people.
- Problems faced by the business take a long time to solve because the staff doesn’t discuss them often enough or in a structured forum.

A true story



Way back in 1981, I became the planning manager for an electronics manufacturer that provided molded parts to four user departments. At 8:00 am sharp every day, the key managers of all five departments met for at least one hour to argue over who would get which parts made that day. This tied up 6 to 10 people for five to eight hours a week on trivial matters that were basic in nature and a complete waste of their time. What did I do? I quizzed each manager and streamlined their information requests into a simple visual schedule that I published every day. As a result, we changed to one meeting per month to plan new product introductions and continue refining the scheduling process. Aside from being something of a hero, the lesson I learned was this: conducting structured questioning about the purpose of a meeting and brainstorming simpler alternatives that don't waste people's time on trivial things will result in a huge payoff for everyone.



Our internal customers affect our ability to deliver to our external customers

Waste #4: Knowledge Disconnection

Toyota is credited with the term *knowledge disconnection*. It means: "a failure to truly know what customers want from us." I have carefully expanded this to include "internal" customers as well. Who are internal customers? Simple—they're everyone who depends on someone else to do something before they can do their jobs. The argument is this: if you fail to treat each internal process customer with the same concern you have for the external end customer, you'll be doomed to underperform. Why? Because business processes deliver results. The ability to deliver a desired result is directly limited by the weakest link in the chain of processes that ultimately deliver to the paying external customer. These processes are performed by internal customers. Everything in business is, in fact, affected by everything else.

By focusing on your internal customers, you'll do a better job of optimizing your part of the value chain in the business. The problem is that external customers require delivery of your goods and services through a "system" of processes, fulfilling the value-add benefits provided.

Years ago I was visiting one of my internal suppliers who was producing woven nylon fabric with foam backing for the car parts my factory made. I noticed that they were stopping the machines to reject material that did not have foam applied all the way out to the edge of the fabric. When I asked them why, they said that they thought we wanted foam all the way out to the edges.

I corrected their misconception and told them that wasn't the case. In fact, I didn't care if there is no foam on both edges within 3 inches because we trim and throw this away in our process! Now that they were listening to me, they were able to actually reduce the foam used, meet my quality requirement with fewer rejects, **and save me money** at the same time.

Waste #5: Lack of Organizational Focus on “Value add”

All too often, people get caught up in doing things because they seem like the right things to do. The trick here is not to confuse activity with adding value—or, if you will, not to confuse “busy” with “productive.”

While visiting an insurance fund, I was walking through their mail room department and spotted a dozen people feverishly opening file boxes and digging for records. They were literally breaking a sweat. When I asked why they were looking in the boxes, it turned out that they were looking for documents that had failed to be scanned in an up-stream process. They were very busy and had quite a system in place to efficiently receive, open, and look in those boxes. They were **busy**, but their *productivity was zero* from a customer perspective. Why? They weren't doing anything a customer wants to pay for – that's why companies should have their processes working **to do everything right the first time.**

An excellent visual exercise for determining waste is to spend a little time understanding what your organization does to truly add value for customers. Take a casual walk through your office, and capture “snapshots” of people who are busy working. Count how many are performing tasks that “add value” for customers, and note how many are doing something else.

**Being busy does
NOT equate
with being
productive from
a customer
perspective**



There's the challenge of making sure that everything done in the organization delivers value to the external customers, directly and indirectly, through the internal process customers.

This is a learned skill, but give it a try. Remember, in most front offices, the only value-add tasks are:

- Working directly with a customer, or
- Converting information into a form that someone else needs to do the next value-add step in the process

Walk through your office and note what you observe. Then use these three simple criteria to evaluate whether an activity qualifies as a value-add step:

- 1. A physical transformation occurs** – There’s a change in the shape of form of a product, a service, or information. Things like filing, copying, looking for things, moving things, waiting for information, etc., do Not qualify.

It’s done right – The activity isn’t some form of reworking, inspecting, double-checking, just-in-case copying, etc. A step should be done once, correctly, and it should NOT require verification or duplication later.

- 2. A customer wants to pay for it** – If a customer doesn’t care about the activity strongly enough to literally pay for it on a detailed invoice, it’s NOT a value-add step.

If you can’t say that all three of the above criteria hold true, then the step does NOT add value. Check out the sample “calculator” chart to try to estimate how much value-add work actually occurs in your organization.



Walk through your office and note what you observe. Find the waste and turn it into hidden dollars.

Value Add Calculator

Take 10 “snapshots” (at 10 different moments in time) of five random people—and determine who is doing something that adds value and who is not.

Adding Value at the Snapshot Check?					
Snapshot #	Person 1	Person 2	Person 3	Person 4	Person 5
Check #1	Y	N	N	Y	Y
Check #2	N	Y	Y	Y	N
Check #3	Y	N	N	N	Y
Check #4	N	Y	Y	N	N
Check #5	Y	N	Y	N	N
Check #6	Y	N	N	N	Y
Check #7	N	Y	Y	N	N
Check #8	Y	N	Y	N	N
Check #9	N	N	Y	Y	Y
Check #10	Y	N	Y	N	Y
“Y” Total	6	3	7	3	5

Now, let’s do a little math. In this example, we found that these people were doing value-add steps at 24 out of 50 observation snapshot moments. If we extrapolate, this suggests that 52% of their time is consumed with activities that don’t qualify as value adding.

Before you get excited and consider firing the two people who were at 30% value add and promoting the person at 70%, first take an inventory of what these various people do. What is it about the *business process* that’s causing this? Weak business processes and the wastes I described earlier are the real culprits—NOT the poor people forced to work around our current systems and methods.

While working with a \$5 billion retailer in one of their distribution centers, I observed the team of people who removed boxes from conveyors to load into the trucks

for product to go to their retail stores. On one trip by I would see them feverishly tossing boxes on a truck and on my next, people pushing brooms and trying to *look* busy. Pretty soon I realized they were probably wasting at least 50% of their time. A little time study proved it – and then I started looking for the root cause. Turns out they were batching the orders to pack to the trucks which led to ‘feast and famine’ for the work. After creating a better flow steadily throughout the day, they found out they needed 30% fewer box loaders. This saved the company hundreds of thousands of dollars and the people doing the work were now happier since they could work at a steady pace all day while adding value.

Let’s continue with a closer examination of waste. There are actually two forms of waste. After you finish determining whether or not a step adds value, review the process steps and efforts that DON’T qualify as value add by using the following filter:

- 1. Outright waste** – A non-value-add (NVA) activity
- 2. Business-necessary waste** – Business-necessary non-value-add (BNVA) activity, or necessary but non-value-add (NNVA) waste (you pick the term you like best)

The NVA steps are called “low-hanging fruit” opportunities that you can deal with sooner rather than later. Many of these can be addressed with better work design or changing policies that inadvertently drive waste.

The other category, BNVA or NNVA, is much harder to address. These are steps and processes that cannot be removed or changed quickly due to various factors like software applications, old equipment, government regulations, specifications (required, but the customer doesn't want to pay extra for them), and inspection/verification. They're the things that you must continue to do until the processes are robust enough to eliminate the need for them.

In summary, if the entire organization doesn't look at process steps with this "value-add filter," it's a sure bet that there will be a lot of hidden waste in the processes.

Summary on the five wastes

Without a great deal of effort, we can build a case that says the average organization wastes 25% to 75% of its people resources due to these and many other hidden sources of waste in the business processes. Putting a value on this isn't that hard: what's 25% of your annual payroll? For a small company, that's at least \$100,000—and for larger companies, it's millions. Here's an illustration.

Waste Calculator				
Annual Payroll	Waste %	Annual Opportunity	Waste %	Annual Opportunity
\$1 Mil.	25%	\$250,000	50%	\$500,000
\$10 Mil.	25%	\$2.5 Mil.	50%	\$5 Mil.
\$100 Mil.	25%	\$25 Mil.	50%	\$50 Mil.

Now, don't make plans to lay off 25% of your workforce, which I guarantee will be really hard to do. First, let me offer you this:

Give your organization a goal of 25% growth—with ZERO added total headcount—through attacking sources of waste and variation. Better yet, offer a small share in the gains to everyone. This creates a “winning abundance” mentality. Want tips on how to quickly increase your top line? Watch for these topics in our upcoming ezine and report, *Your Operational Excellence Edge*.



Finding key wastes in YOUR organization

I've made many assumptions here about your organization and likely sources of waste. Truthfully, the five key wastes I've presented are **only part of the picture!** Below is a simple brainstorming technique that will help you start putting names and faces on the sources of waste within YOUR organization.

Waste brainstorming exercise

This is a step-by-step exercise you can facilitate with “four cash killer questions” that will stimulate your staff into making changes. You don't need to know a thing about complex continuous improvement methodologies like Lean Six Sigma - you can easily accomplish this exercise in less than an hour.

Bring together a group of people who share responsibilities for a part of your business. Lead them through this exercise, using a flip chart or white board, and at the end of the session you'll find them agreeing on two things:

- Staff currently wastes a lot of time dealing with problems.
- There are plenty of benefits to making improvements.

Start the session by thanking your participants for their time, explain what you hope to accomplish, and then follow these steps:

1. Identify the major customers for your process (note: these are often internal customers, not just the external customers who buy your products or services)

- a. What are the key things they need from you to do their jobs right the first time?
- b. What are the top two or three things they might want you to improve in the near future?

2. Determine the reason for why it's difficult to meet customer expectations. Is it because of road blocks—things that waste time and cause someone to “fix” or “rework” a process due to waste and variation? Offer some of these classic roadblock examples:

- a. Spending time looking for information
- b. Being confused about what's needed
- c. Experiencing communication breakdowns
- d. Waiting for answers and information
- e. “Re-doing” work because of the above
- f. Taking time to do things again instead of doing them right the first time

3. Record your ideas. At the top of a large flip chart or white board, write “Things that make us crazy—and waste our time and resources for _____ process.”

Spend 10 to 15 minutes brainstorming about specific sources of waste and variation that affect the participants every day. Ask everyone to offer at least one issue. If necessary, narrow the list to between 10 and 20 issues that “make them crazy” and can be measured in a meaningful way.

4. **Discuss your wastes.** Ask the participants what percentage of their typical day is wasted by dealing with all of the issues in #3. They'll probably suggest at least 20%, if not more. I sometimes hear estimates of 70% or more!



The Four "Cash Killer" Questions

5. **Ask the four "cash killer" questions** (and emphasize the words in bold):

- a. "If we put our heads together and work as a team to eliminate the root causes of these issues, what would happen to the **speed** at which things get done?" Your participants will agree that things would get done faster.
- b. "If we work as a team to fix the root causes, what would happen to the **quality** of our work, our ability to get it right the first time?" Again, they'll agree that quality would improve.
- c. "If we do things faster with better quality, what would happen to **customer satisfaction**?" They should be nodding their heads, saying "It would get better!"
- d. "So, we would do things faster, with better quality and better customer satisfaction. What would happen to our **effort** to do our jobs (or to our **cost** to operate)?" Most likely, everyone will agree that it would be easier and less costly to do their jobs—with less stress and frustration!

You can take it from there. After conducting perhaps a thousand of these sessions, my experience usually shows these results:

- Your staff will be very interested in fixing the root causes, because they'll clearly see the answer to their "What's in it for me?" question.
- Your staff will be helpful in brainstorming improvement ideas, and they'll accept accountability for implementing the ideas and learning techniques and tools to accomplish this.

Congratulations! You've just successfully started an improvement project that you can be proud of—and you didn't have to know anything about continuous improvement methodologies. I wish you the best of luck in eliminating your hidden insidious wastes so your organization can prosper!

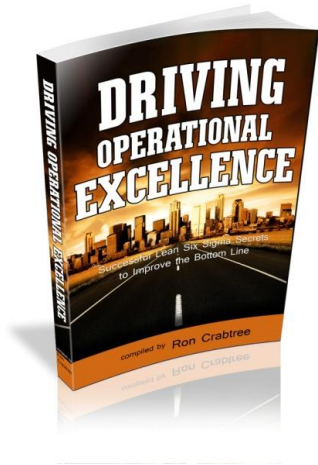


About Ron Crabtree

Mr. Ron Crabtree, CPIM, CIRM, CSCP, MLSSBB, is president and founder (2001) of MetaOps™, Inc. a diversified consulting and training services company focusing on Operational Excellence, Business Process Reengineering and Lean Six Sigma in operations, marketing & sales, and supply chain. He is an internationally recognized expert in leading-edge business process improvement methodologies. Mr. Crabtree is a Master Lean Six Sigma Black Belt and is also an expert in effective change management and communications. He has spent more than 10,000 hours providing consulting, training and facilitation for large and small groups for hundreds of organizations internationally on a wide range of topics. He draws on more than 25 years experience in learning, teaching and implementing Lean, Six Sigma and other “best practice” methodologies as both an insider and as a consultant in many international industries – automotive, governmental, complex manufacturing, process manufacturing, repair operations, printing, injection molding, consumer goods, distribution/retailing, software, insurance & financial services, and medical / healthcare.

Ron currently serves as adjunct faculty for University of San Francisco (Supply Chain and Lean Supply Chain) and Villanova University (Operational Excellence including Lean Six Sigma, Six Sigma GB, BB, Masters of Business Analysis, General Business, etc.) in their professional education on-line programs. Learn more by visiting www.villanovau.com or www.usanfranonline.com.

As a world-renowned author and public speaker Ron is published in many venues. He is a co-author of four books on Operational Excellence and Lean Six Sigma. Published in 2010 by MetaOps is *Driving Operational Excellence – Successful Lean Six Sigma Secrets to Improve the Bottom Line*.



More on this book at:

www.DrivingOperationalExcellence.com.

Others include the text for Villanova University's LSS program and the (*Lean Six Sigma*) *LSS Primer* published by the Quality Council of Indiana (www.qualitycouncil.com).

For 8 years running he has written the Lean Culture Department in APICS magazine, APICS' award-winning magazine www.apics.org featuring innovative ideas and real world strategies for inventory, materials, production, and supply chain management; planning and scheduling; purchasing; logistics; warehousing; and e-business solutions.

Ron Crabtree's works appear in many other professional and trade publications including a monthly column focusing on Lean Six Sigma in MiBiz www.MiBiz.com. New in 2008 is the introduction of a new weekly free ezine series Operational Excellence Edge focused on the service provider sector. Review and subscribe at www.operationalexcellenceedge.com

You're Invited!

Learn How To Improve Your Business Profits By 30% Without Increasing Your Sales!

While companies scramble to find ways to increase their sales, profits, and market share, there is a secret that none of them realize. If they put an end to CRAZY WASTE they can grow their bottom line by 10%, 20%, even 30%, without increasing last year's sales.

Fact : 30% - 70% of all money spent by the average organization to run their business is wasted.

Waste Busters! around the world are reclaiming this lost money by learning the tools and skills revealed in the **Stop The Crazy Waste™ Workshop** video program.

Go to www.StopCrazyWaste.com for complete details.



www.StopCrazyWaste.com

Special Offer

5 Hidden Wastes eBook Subscribers:

60 Minute
Stop Crazy Waste
Live Workshop.

Value \$47.00

Only \$19.97

for limited time.



Go To:

[www.StopCrazyWaste.com/
LiveWorkshop_5hw.html](http://www.StopCrazyWaste.com/LiveWorkshop_5hw.html)