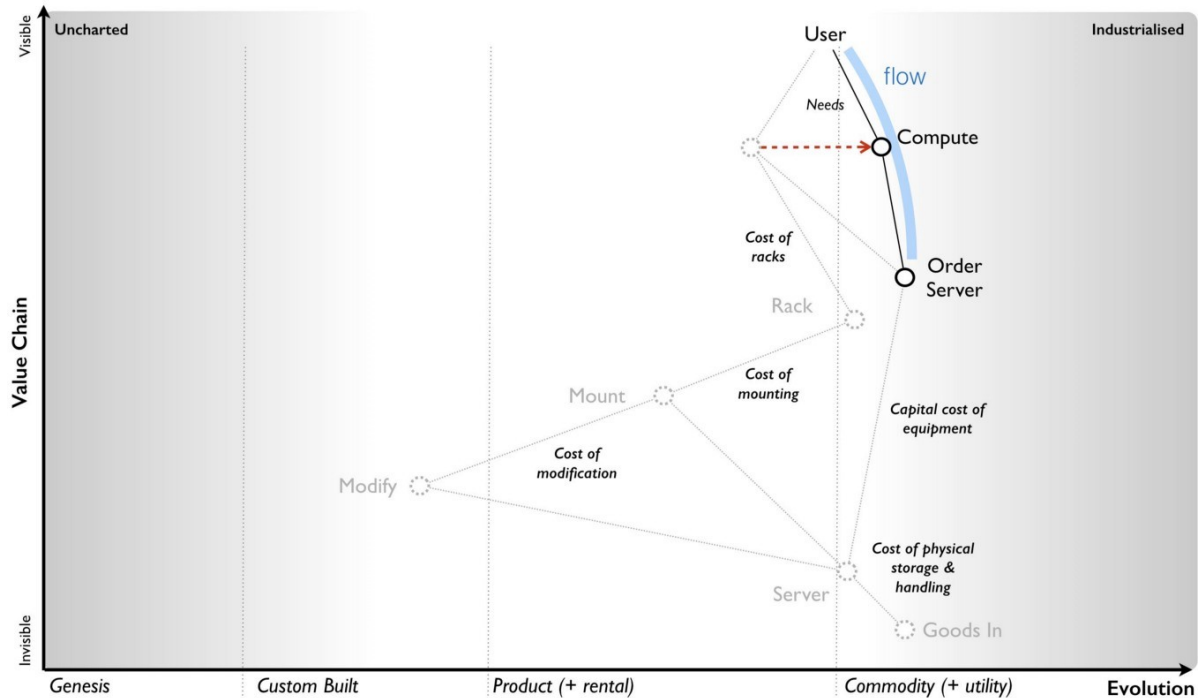


Figure 92— Hidden costs and removing parts of the value chain



In this story, we started with a proposal of investment into robotics based upon improving the efficiency of an existing process. It sounded reasonable on the surface but if they had taken that route then they would have invested more in maintaining a highly ineffective process. In all likelihood, it would have exacerbated the problem later because the corporate corpus would have expanded to include this robotic investment. If some future person had said “we should get rid of these custom racks” then the response would be *“but we’ve always done this and we’ve invested millions in robotics”*.

I used the “spotted” process flow to get us part of the way i.e. identifying the custom built rack as the problem. However to really understand this space then we needed a map and the flows within it. The “efficient” thing to do might be investing in robotics but the