

FOUNDERS COFFEE · LAUNCH COWORKING · WINNIPEG

The Second Payroll

Every business pays one payroll to its people, and a hidden one to its waste.

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LEAN STARTS WITH ONE QUESTION, NOT A TOOLBOX

What would your customer actually pay for?

VALUE

The work your customer is buying

The design delivered, the repair done, the advice given, the meal served. This is why money moves.

NECESSARY

Keeps you running, earns you nothing

Invoicing, taxes, scheduling, bookkeeping. Cannot be zero. Can be much smaller.

WASTE

Everything else in your week

Rework, waiting, hunting, over-polishing. Your customer pays for none of it. You pay for all of it.

Lean in one line: **grow the first bucket, shrink the other two.**

THE 8 WASTES SPELL D·O·W·N·T·I·M·E

Which one is stealing from you this week?

D • Defects

redoing work, fixing errors, refunds

O • Overproduction

reports and features nobody asked for

W • Waiting

for approvals, replies, sign-offs

N • Non-utilized talent

the founder doing \$15-an-hour tasks

T • Transportation

handoffs between people and tools

I • Inventory

half-done projects, unsent invoices piling up

M • Motion

hunting for files, passwords, that one email

E • Extra-processing

over-polishing what was already good enough

NO CONSULTANT REQUIRED

Find your waste in 20 minutes, this week

- 1 • **Pick ONE process that repeats** quote-to-invoice, lead-to-booking, new-client onboarding.
- 2 • **Map it on paper** every step, every handoff, every wait. Ugly is fine.
- 3 • **Star what the customer pays for** usually far fewer steps than you expect.
- 4 • **Attack the biggest un-starred step** shorten the wait, kill the double entry, drop the step.
- 5 • **Write down the better way** one page. A VA, your first hire, or an automation can now run it.

WHY BOTHER

What changes when the waste goes

- ▶ **Hours come back.** You ship more without working nights.
- ▶ **Delivery speeds up.** Shorter waits are the cheapest customer-experience upgrade there is.
- ▶ **Quality settles.** A written way of working means the good version happens every time.
- ▶ **You become hireable-ready.** A process on paper is a process your first hire or a tool can take over.

Take the toolkit with you

This deck, the 8-wastes checklist, and the 20-minute process map, free at:

provenanceadvisory.ca/lean-toolkit

Want a second pair of eyes on one of your processes?

Free Operations Health Check for Founders Coffee members.

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