

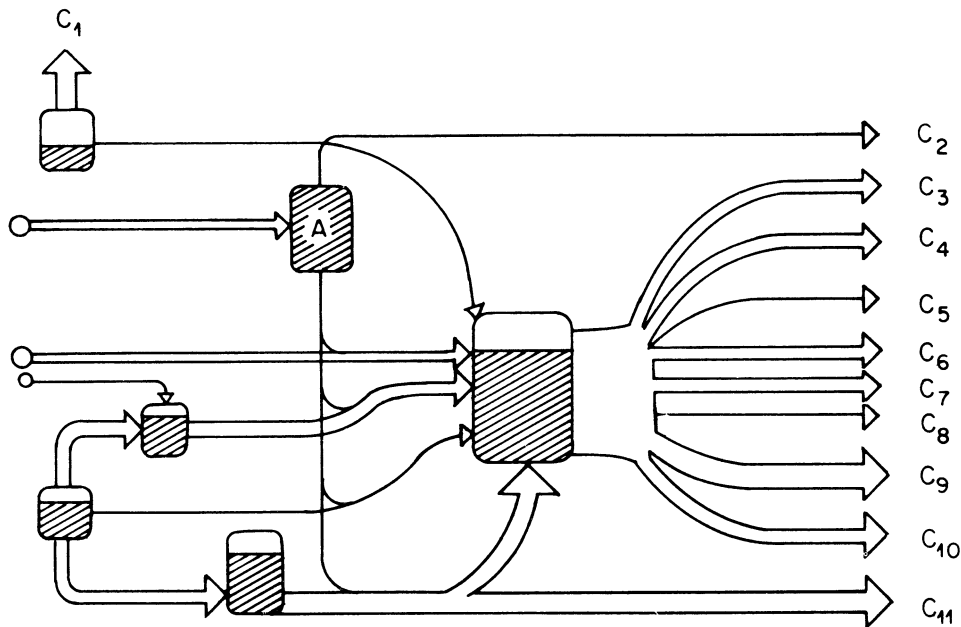


Figure 3. *Quantified Flowchart*: thickness of lines proportional to rate of flow; size of process boxes proportional to productive capability; productivity indicated as a level in boxes; bottleneck process highlighted at A; Customers listed C_1 to C_{11} .