

# 8D-REPORT: Pizza Quality Issue

Example: Cold pizza delivery complaints

## HEADER

8D-No.	Status	Trigger	Customer	Start	Target	End	K
8D-2024-001	Completed	Customer Complaint	Multiple	2024-12-01	2024-12-15	2024-12-14	High

## D1 - TEAM

Role	Name	Department	Contact
Sponsor	Maria Romano	Management	maria@pizza.com
Team Lead	Luigi Napoli	Operations	luigi@pizza.com
Member	Paolo Rossi	Kitchen	paolo@pizza.com
Member	Anna Verde	Delivery	anna@pizza.com
Expert	Marco Bianchi	Quality	marco@pizza.com

## D2 - PROBLEM DESCRIPTION (5W2H)

Question	Description
WHAT?	Cold pizzas delivered to customers
WHERE?	Delivery area within 5km radius
WHEN?	Since Nov 2024, peak hours (18-21h)
WHO?	Delivery drivers, customers, kitchen staff
WHY?	Customer complaints ↑, refunds, reputation damage
HOW?	Customer calls, temperature checks at delivery
HOW MUCH?	47 complaints in 30 days, €2,350 refunds

## D3 - CONTAINMENT ACTIONS

ID	Action	Type	Owner	Due	Status	✓
D3-001	Use insulated delivery bags for all orders	100% Inspection	Anna	2024-12-02	Completed	Yes
D3-002	Temperature check before dispatch	Sorting	Paolo	2024-12-02	Completed	Yes
D3-003	Priority routing for distant deliveries	Process Change	Luigi	2024-12-03	Completed	Yes

## D4 - ROOT CAUSE ANALYSIS

### 5-Why TUA (Technical Cause of Occurrence)

No.	Why?	Because...	Cat.
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1	Why cold?	Pizza cools during delivery	Method
2	Why cools?	Delivery time too long	Method
3	Why too long?	Inefficient route planning	Method
4	Why inefficient?	Manual route selection	Method
5	Why manual?	No GPS routing system	Machine

– TUA Root Cause: **No automated GPS routing system for delivery optimization**

#### 5-Why SUA (Systemic Cause of Occurrence)

No.	Why?	Because...	Cat.
1	Why no system?	Never evaluated routing tools	Management
2	Why not evaluated?	No process for tool assessment	Method
3	Why no process?	Rapid business growth	Management
4			
5			

– SUA Root Cause: **Missing technology evaluation process during growth phase**

#### 5-Why TUN (Technical Cause of Non-Detection)

No.	Why?	Because...	Cat.
1	Why not detected?	No temperature monitoring	Measurement
2	Why no monitoring?	No thermometers provided	Machine
3	Why not provided?	Cost saving decision	Management
4			
5			

– TUN Root Cause: **No temperature verification at delivery point**

#### 5-Why SUN (Systemic Cause of Non-Detection)

No.	Why?	Because...	Cat.
1	Why no verification?	No quality check process	Method
2	Why no process?	Delivery = end of chain	Method
3	Why end?	Focus on kitchen only	Management
4			
5			

– SUN Root Cause: **Quality management focused only on kitchen, not full delivery chain**

### D5 – SELECT CORRECTIVE ACTIONS

ID	Corrective Action	Addresses	Prio	Select	Remarks
D5-001	Implement GPS routing software	TUA	High	Yes	Primary
D5-002	Purchase thermal delivery bags	TUA	High	Yes	Quick win
D5-003	Create technology evaluation process	SUA	Medium	Yes	
D5-004	Implement delivery temperature checks	TUN	High	Yes	

D5-005	Extend QM to full delivery chain	SUN	Medium	Yes	
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### D6 – IMPLEMENT CORRECTIVE ACTIONS

ID	Implementation Task	Owner	Due	Status	Verification
D6-001	Select and purchase GPS system	Luigi	2024-12-05	Completed	Invoice #12345
D6-002	Train drivers on GPS usage	Anna	2024-12-07	Completed	Training log
D6-003	Deploy thermal bags to all drivers	Anna	2024-12-03	Completed	Inventory list
D6-004	Create delivery QC checklist	Marco	2024-12-08	Completed	SOP-DEL-001
Effectiveness Validation		Method	Result		OK?
		Production Trial	0 cold pizza complaints in 14 days after implementation		Yes

### D7 – PREVENTIVE ACTIONS

ID	Preventive Action	Type	Owner	Status	Done
D7-001	Update Delivery FMEA	FMEA Update	Marco	Completed	Yes
D7-002	Create delivery SOP	SOP/Work Instru	Luigi	Completed	Yes
D7-003	Driver temperature training	Training	Anna	Completed	Yes
D7-004	Monthly delivery quality audit	Audit	Marco	In Progress	No

### D8 – CLOSURE & LESSONS LEARNED

Lessons Learned	Team Recognition
Quality management must cover entire value chain including delivery. Technology investments pay off.	Pizza party for team! 🍕

**⚠️ NOTE:** This example is based on fictional data and is for educational purposes only. Any resemblance to actual companies, persons, or events is purely coincidental.