

EXAMPLE: PIZZA TOPPING CONSISTENCY

PROBLEM: Inconsistent Pizza Topping Distribution - 35% show uneven distribution, causing 15% of customer complaints

Plan	1 – Clarify the Problem • Define Ultimate Goal, Current Situation, Standard and Gap/Problem Ultimate Goal: Provide delicious, fresh pizzas at competitive prices Current Situation: 35% of pizzas show uneven topping distribution Standard: 100% of pizzas with 95% surface coverage Gap: 35% non-compliance rate causing customer complaints		5 – Develop and Implement Countermeasures • What? • Who? • When? • Where? WHAT: 1. Install calibrated portion control equipment 2. Implement standardized work procedures 3. Reorganize topping station layout 4. Establish regular quality checkpoints WHO: Line Supervisor, Maintenance, QC Team WHEN: Week 1-2: Standards Week 3: Training Week 4: Deploy WHERE: Topping Station #2, then all stations	Do
	2 – Breakdown the Problem • Breakdown the problem into sub-problems and prioritize • Identify the Point of Occurrence Sub-problems identified: • Manual portioning inconsistency (60%) • Work environment issues (25%) • Quality control gaps (15%) Point of Occurrence: Topping Station #2, Line 1	→	6 – Evaluate Results and Processes • What measurable results did the solution achieve? • Who is responsible for ongoing measurement? RESULTS (after 4 weeks): ✓ Topping variation: ±30g → ±12g (80% of target) ✓ Customer complaints: -45% ✓ Operator consistency: +80% ✓ Process capability (Cpk): 1.2 ONGOING MEASUREMENT: • QC: Hourly weight checks • Supervisor: Daily compliance reports • Manager: Weekly trend analysis	Check
	3 – Set the Target • Measurable targets: What? How Much? When? WHAT: Topping weight variation HOW MUCH: Reduce from ±30g to ±10g per pizza WHEN: End of Q2 Supporting: 90% operator consistency, 50% complaint reduction	↓	7 – Standardize Processes • Where else can the solution be applied? • How will the improved state be standardized? WHERE ELSE (YOKOTEN): • All 5 pizza production lines • Sauce and cheese stations STANDARDIZATION: • New SOP documented (SOP-TOP-001) • Training materials created • Visual instructions at each station NEXT KAIZEN: Speed optimization	Act
	4 – Analyze the Root Cause • Graphical display of the most likely direct root causes 5-Why Analysis: 1. Why inconsistent? → Portions vary 2. Why vary? → Methods not standardized 3. Why not standardized? → No proper tools 4. Why no tools? → Not prioritized 5. Why not prioritized? → Cost concerns Root Causes: Lack of standardized portioning equipment, insufficient training	↓		
Date:			Team:	