

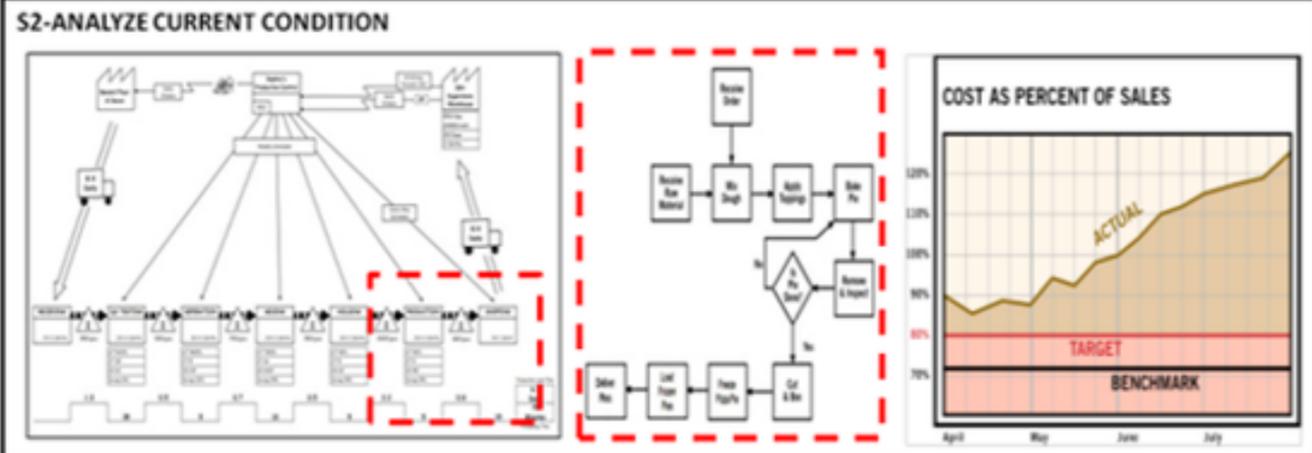


PROBLEM SOLVING A3

TEAM: Team Tomato: Bob, Sally, Rich, Tony, Jenn, Sam	PROCESS: Shopia Pizano's Pizza Making and Distribution	DATE OPENED: August 1st	DATE CLOSED: October 15 th
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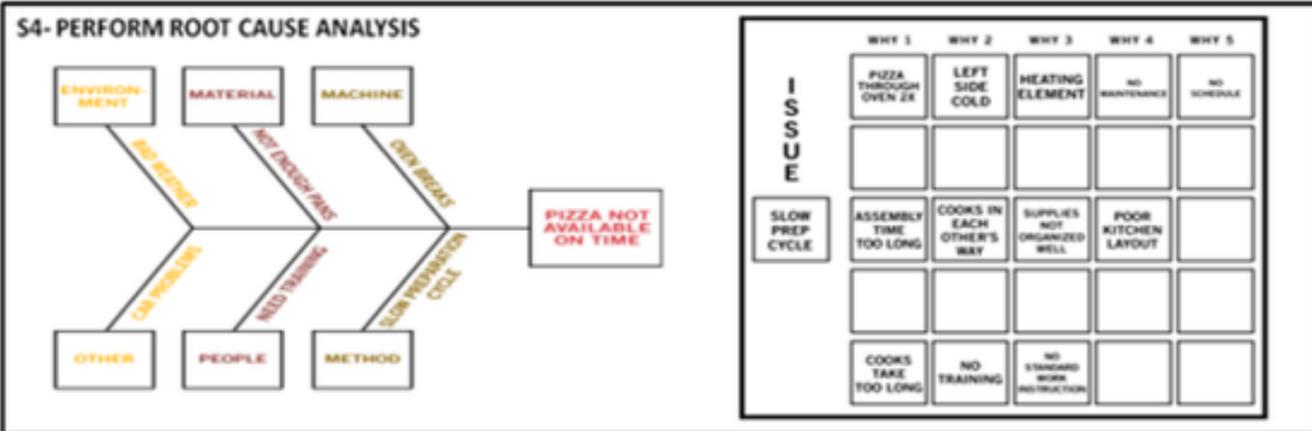
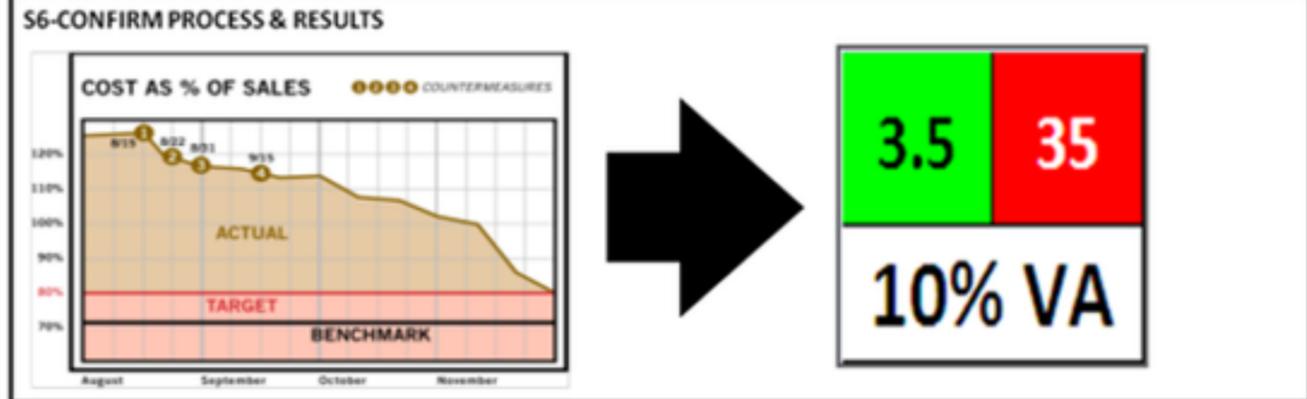
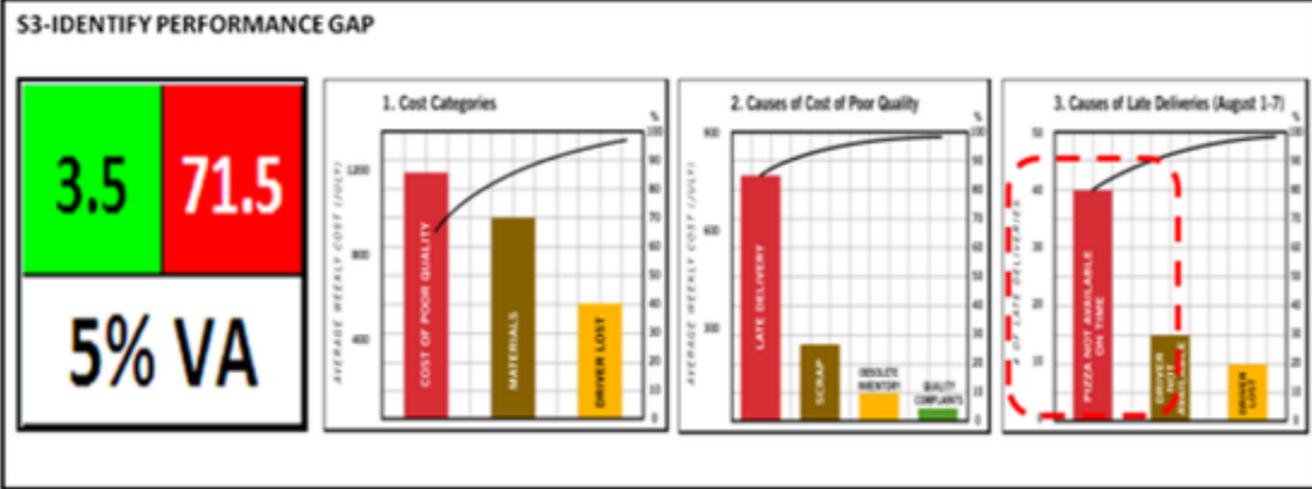
S1-DESCRIBE THE PROBLEM

COS averaged 110% over last three (3) months. We are losing money! Our team is working to reduce our current COS to 80%. We will measure cost as a percent of sales.



S5-CAPTURE ACTIONS & COUNTERMEASURES

A	CM	WHAT	WHO	WHEN	STATUS
X		Fishbone Meeting	Team	8/12	■
X		Cook Meeting	Sophia	8/15	■
X		Order New Pans	Sally	8/15	■
X		Develop Maintenance Schedule	Team	8/20	■
X	X	Maintain Oven	Team	8/22	■
X	X	Organize Kitchen	Team	8/31	■
X		Employee Meeting (discuss new layout & standards)	Sophia	9/1	■
X	X	Cook Training	Sophia	9/15	■
X	X	Replace Heating Element	Rick	10/15	■



S7-CONTROL & STANDARDIZE IMPROVEMENT

The team created standard training material and also a standard layout sheet for operators to follow.

Share Lessons Learned

	CSA	YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Production Availability (PIA)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Quality (COPQ)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Customer Satisfaction (CSAT)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employee Satisfaction (ESAT)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Cost of Sales (COS)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Revenue (REV)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Standard PIA	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

S8-RECOGNIZE TEAM SUCCESS

The team reported out to the executive team and their customer "IGA Superstore" during a celebration dinner.