

# Application of Kaizen-Kata methodology to improve operational problem processes. A case study in a service organization

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## Abstract-

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## Purpose

**The purpose of this paper is to explore, study, analyze and implement Kaizen-Kata methodology in a service food organization (first-level restaurant), facing challenges in different operational processes that affect and influence the case company performance and customer satisfaction.**

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## Design/methodology/approach

The service organization implemented Kaizen-Kata methodology to improve one operational problem process. A case-study approach was used in this research to understand the effects of the Kaizen-Kata methodology in solving problems in their operational service process. Different Kaizen-Kata techniques and tools (histograms, Pareto chart and Ishikawa diagram) using the Plan, Do, Check, Act improvement cycle framework were used.

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## Findings

**Successful implementation of the proposed methodology reduced the main impact of the problem's effects (customer's complaints, process reworking, extra-cost, delays, among others). The effects of the problem were reduced on average by 70%. Some Kaizen-Kata routines were identified in a service process environment.**

## Research limitations/implications

**The main limitation of the research is that this work is a just one-case study. A main generalization is not possible, because it involves a company within a company.**

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## Practical implications

**Some other service companies can use the Kaizen-Kata methodology to solve any kind of operational problem within their processes. Service managers can learn about the methodology to apply and improve their operational performance and handle customer's complaints.**

### Originality/value

**A continuous improvement manufacturing methodology was imported to apply in an operational service process. The Kaizen-Kata methodology contributed significantly to reduce delays, handle customer's complaints, process reworking and deal with extra costs, among other operational problems's effects. In addition to that, in the literature, most of the Kaizen applications are in manufacturing companies. To the best of authors's knowledge, this was the first study of applied Kaizen-Kata in a service organization (a fast-food**

restaurant).

**Index Terms-** Kaizen-Kata methodology; Case study; Service process; Restaurant; Case studies; Kaizen; Toyota kata; Restaurant operations

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