

DMAIC - A3 Story Board

What is an A3?

A visual aid to succinctly illustrate the progress of a project. We use it to tell the story of the problem we are experiencing, what is causing it, the corrective actions, and the action plan to improve.

This style of documentation captures critical project information and organizes it into an overview of the work both as a living document for the project's duration and for quick reference, post project completion.

A3's were originally developed and named for the size of paper they were printed on, however this template has been developed for a more common 11x17 paper size.

How to Use This A3:

An A3 report guides the dialogue and analysis of improvement. It identifies the current situation, that nature of the issues, the range of possible countermeasures, the best countermeasures, the means to put it into practice, and the evidence that the issue has been addressed. Use this document to help guide problem solving.

While many different types of A3 exist, this template has been developed specifically to utilize the DMAIC problem solving framework.

- 1.) Fill out the basic details of your project, including the project name, sponsor, project lead, team members involved, and the tentative project dates.
- 2.) Follow the DMAIC framework to provide structure to your problem solving work and use the questions in each box to guide your progress.
- 3.) Click the image window in each box and select a document or image to insert into this PDF to represent the work you've done in each phase of the DMAIC cycle. This can be updated as needed to reflect your project's status.
- 4.) Use the space in the Close Out box to document any relevant end of project notes and findings that will be helpful for future reference and update project end and revision dates as necessary.

NOTE: A3 documentation and A3 thinking are both helpful parts of thoroughly giving details to your project, however supplemental documentation may be useful to give full context to your project if more information is needed.



Project Name
Green Belt Pizzeria

Team Lead
Jeremy Robinson

Executive Sponsor
Rebecca Moyers

Team Members
Rebecca Moyers
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Kalya Buchhiem
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Project Start Date
March 5, 2026

Revision Date

Target End Date
October 16, 2026



Define
What issue is being addressed? How does improving this impact the organization?

Problem Statement
Green Belt Pizzeria received fewer orders in Q3 and Q4 in 2024 than in Q1 and Q2. This caused a reduction in sales and reduction in worker

Green Belt Pizza – SIPOC (Delivery)

Suppliers	Inputs	Process	Outputs	Customers
Supplier 1	Input 1	Process 1	Output 1	Customer 1
Supplier 2	Input 2	Process 2	Output 2	Customer 2
Supplier 3	Input 3	Process 3	Output 3	Customer 3
Supplier 4	Input 4	Process 4	Output 4	Customer 4
Supplier 5	Input 5	Process 5	Output 5	Customer 5

Green Belt Pizzeria - CTQ

Customer/End User	Process/Service
Expected Outcome	Performance Standard
Pizza Buyer	Pizza Deliver Service
Critical requirements	
Customer expects the order to be correct	Type of Pizza needs to be correct
Customer expects their order to be delivered on time	Pizza needs to meet advertised description
Customer expects the pizza to be fresh	Order must be received within the estimated time
	Pizza must be hot when delivered

Measure
What metrics are critical to determining process health? Which are contributing to poor performance?

Performance Measures
1. Order Accuracy - Currently 60%, Target 80%
2. On-Time Delivery - Currently 55%, Target 90%

Pareto Chart - Types of Medication Errors (n=430)

Type of Medication Error	Frequency
Missed dose	92
Wrong time	83
Wrong drug	76
Over dose	59
Wrong patient	53
Wrong route	27
Wrong location	16
Wrong drug	9
Wrong dose	7
Wrong IV rate	4
Wrong error	3
Wrong drug	1

Performance Measure
Order Accuracy
On-time delivery rate

Data Source(s)
Customer support responses about incorrect pizzas.
Number of tickets that had to be remade as mistakes were caught before delivery.
Delivery drivers logging time between deliveries.
Customer support responses about long delivery times.

Analyze
What is the root cause(s) has lead to your process under performing?

Root Cause Analysis
Assembly line is not streamlined or set up the same every time. & Employee's could not remember everything that went on all the pizzas.

5 WHYS

Cause & Effect Matrix

#	Process Step	Input	Output 1	Output 2	Total	% Rank
1						
2						
3						
4						
5						

Flowchart

Improve
What Countermeasures will be implemented to address the root cause findings?

Countermeasures
1. Perform a 5S on the assembly line. 2. Revise store opening/closing procedures. 3. Create visual recipe cards and post them on the baking line.

Difficulty/Risk

Impact	Difficulty/Risk	Strategy	Status (Yes/No)
High	Implement	Has a launch date been established?	
High	Challenge	Do we know what specific work units will be affected?	
High	Challenge	When will the first results need to be produced or reported?	
High	Challenge	Are all affected teams been briefed on expected changes?	
High	Challenge	Do we have the necessary training documents complete?	
High	Challenge	Has a new standard operation document been drafted?	
High	Challenge	Do we have a future state target or expectation been established?	
High	Challenge	Have metrics been agreed to by our stakeholders?	
High	Challenge	Have data collection methods been established?	
High	Challenge	When do we need to?	
High	Challenge	Do we have a feedback mechanism in place for this project?	
High	Challenge	Do we know who will be responsible for analyzing our data and making decisions?	
High	Challenge	Have we established an evaluation and refresh rhythm?	
Low	Possible		

Control
Do your Countermeasures need to be adjusted? How will these improvements be sustained?

Control Plan
Recipe cards have been reviewed and finalized. Store Manager and Owner have drafted a control plan to monitor the baking process over time.

Process Name
Store Productivity Metrics

Organization
Green Belt Pizzeria

Project Lead
Hugh Mann, Asst. Mgr.

Date Modified
8/28/24

Performance Measure (from Data Collection Plan or CTQ Tree)	Target	Check Frequency (How often will the target be checked?)	Control Limits (What are the outer most limits that are acceptable before new process is considered to be performing poorly?)	Action Trigger (What are the acceptable limits and duration before action needs to be taken?)
Positive Order Accuracy responses in customer feedback survey (see performance dashboard)	95% positive response rate	Weekly	Positive response rate of less than 88%	Positive response rate drops below 88% for 3 consecutive weeks
Delivery time - Time from when an order is received in store to the time it is accepted by the customer (see performance dashboard)	25 minute average delivery time	Weekly	Average delivery times of less than 15-mins or Greater than 35-mins	Average delivery time is > 35-mins or < 15-mins for 2 consecutive weeks

Measuring Performance

Taking Action

Close Out
Document findings from this project and provide recommendations for future improvements as needed.

Performance monitoring
A new store dashboard has been developed.

Process Improvement Dash

Order Accuracy by Driver

Driver	Accuracy
Driver 1	95%
Driver 2	92%
Driver 3	88%
Driver 4	85%
Driver 5	82%

Recommendations for future improvements

Further improvements can be made with establishing delivery driver best practices.

Project Name

Team Lead

Executive Sponsor

Team Members



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Problem Statement	

Measure	<i>What metrics are critical to determining process health? Which are contributing to poor performance?</i>
Performance Measures	

Analyze	<i>What is the root cause(s) has lead to your process under performing?</i>
Root Cause Analysis	

Improve	<i>What Countermeasures will be implemented to address the root cause findings?</i>
Countermeasures	

Control	<i>Do your Countermeasures need to be adjusted? How will these improvements be sustained?</i>
Control Plan	

Close Out	<i>Document findings from this project and provide recommendations for future improvements as needed.</i>
Perfromance Monitoring	
Reccomendations for future improvements	