

Mrs. Walther's Square Donuts Case Study

The Problem

Read your information.

Write your questions on a sheet of paper.

Brendan, as the Donut machine, will provide you with answers.

Ask as many questions as you want, but one question at a time.

You are the troubleshooter for the second shift at Mrs Walther's Donuts factory. You are responsible for correcting all equipment problems.

There have been many problems with the sugaring equipment. These have been corrected. The manufacturer installed a new sugaring system two weeks ago. Since then, the sugaring system seems to run smoothly.

Just over an hour ago, you were called to the hot oil cooker. The chain that drives the donut turner was broken. You ran the dough strip into the waste bin, then you moved the donuts that were already in the oil through manually.

Within five minutes you replaced the chain and the system was running smoothly. The production loss was nearly 1,500 donuts.

Now you have a bigger problem. The quality control inspector just called. Since start-up after the chain breakdown the reject rate for sugar donuts has been about 25%. It is continuing at the same rate. The worst rejects have a round edge and "spikes" of dough on two edges.

You know Mrs. Walther's will lose a lot of money if the problem isn't fixed quickly. What do you do?