# KAIZEN practices of a restaurant start-up in Uganda

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### Businesses of COTS COTS LIMITED

- Restaurant YAMASEN Japanese Restaurant / TEK TEK
   KITCHEN
- Real Estate TANK HILL PARK
- Agriculture For the restaurant / A retail shop / Export
- Consultancy



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#### What COTS COTS LIMITED aims

- "Uganda meets Japan"
- To create new values from the encounter of two cultures

- "Farm to table"
- To add values in the supply chain and boost to the positive flow of the values between rural villages and urban cities (= the bottom and the top of the economic pyramid)
- To build up the standard of the industry

## Our KAIZEN practices as a restaurant

- 1. KAIZEN as the company / organization
- 2. KAIZEN in the restaurant kitchen
- 3. KAIZEN in the restaurant service
- 4. KAIZEN in everyday struggles



## KAIZEN as the company / organization

- There were no model cases / common practices to follow
  - needed to build our own HR system, rules and regulations, benefit and requirements from scratch
- Majority of the employees have never been "employed"
  - no idea what "being employed" is like

HR system is a statement / a symbol "What mindset the company wants you to hold"



## KAIZEN as the company / organization (2)

- Offering opportunities for those who can show performance from Cleaning staff to Service Staff from Stewart to Kitchen Staff
- Refusal of the unreasonable sectionalism Some works are shared by everyone and requires commitment of the entire team, not only the staffs in charge. Ex.) cleaning

=> Changed the mindset of the employees



### KAIZEN in the restaurant kitchen

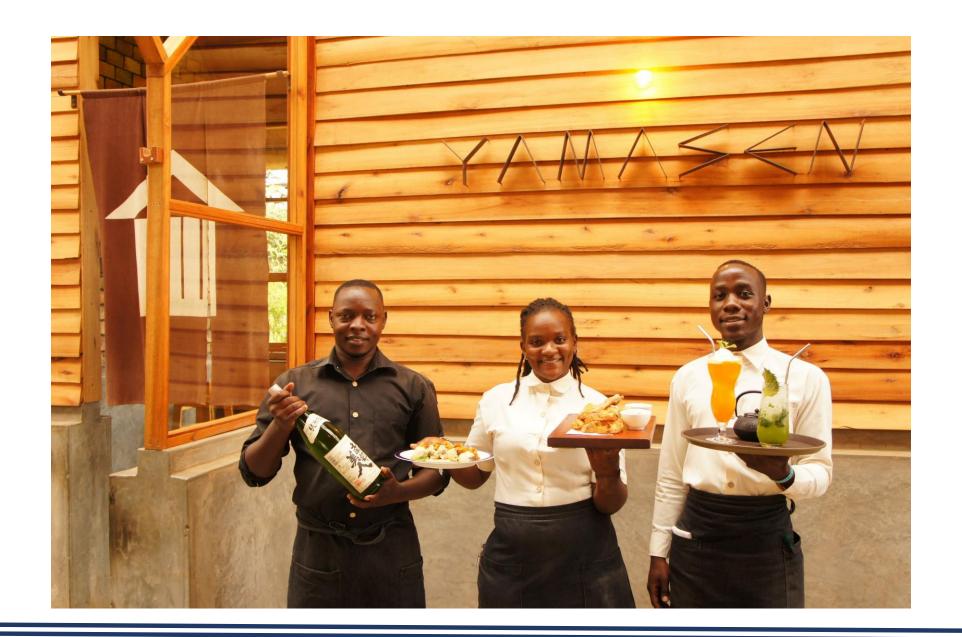
- Challenge: No staffs knew authentic Japanese food
- The images must be shared clearly to avoid confusions
- 1) Creating visualized recipes with all the steps indicated
- 2) Drawing clear lines in the structure "who can judge what" in case of any changes
- 3) Regular quality check and feedback



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#### KAIZEN in the restaurant service

- Challenge: No staffs can imagine "in customers' shoes" as they will not be in the position in their daily life.
- The operation manual must cover all the protocol in detail, instead of counting on the imagination of the staffs.
- 1) Creating manuals covering all the basic protocols
- 2) Sharing the rule: Any exceptional cases must be shared
- 3) Keeping reflecting practical cases into the manual



## KAIZEN in everyday struggles

• In Africa – SO MANY unexpectable troubles related to the infrastructure, public regulations, and other external factors.

 In the service industry – There are as many form of food & service as customers. We need to be flexible but protect our own brand value at the same time.

• In a start up company — Everything is new and it all depends, but we need to pile up decisions to form a company.

Thank you!





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