

KAIZEN practices of a restaurant start-up in Uganda

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COTS COTS



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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(c) Timothy Latim

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
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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
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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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(c) Timothy Latim

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
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KAIZEN in everyday struggles

- In Africa – SO MANY unexpected 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.
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Thank you!

