

8D Process

A structured problem-solving methodology

Global Supplier Quality Management

Materials for external suppliers

July 7, 2026

8D Process

Purpose of this presentation

- Introduction to problem solving
- 8D concept
- How to use 8D form

Attention:

The supplier shall provide an 8D report upon DeLaval's request.

8D Process

Problem-solving methodology

- Eight disciplines (8Ds)
- The 8D methodology was developed by in the 1980s to provide a structured approach to solving recurring quality problems. The first official manual, Team Oriented Problem Solving (TOPS), was published in 1987.

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About problem solving

„Make a mess of it and then fix it later—you become a hero.

But if you prevent the problem in the first place, no one notices.” W.E. Deming

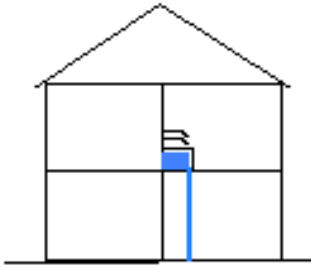
W.E. Deming (the creator of the quality management philosophy, including PDCA and the systems approach) often emphasized this idea: organizations reward “firefighting” (reacting to problems) and underestimate the value of prevention and stable processes, even though prevention actually reduces costs and errors.

THE PROBLEM SOLVING HIERARCHY



8D Process About Problem Solving

1



The roof is leaking

2



The spontaneous solution
to the problem

3



The problem grows.
We have to engage
more people

4



The problem is accepted
and fitted into the organi-
zation. New equipment and
more personnel is provided.
New routines are created.

5



The work has been rational-
ized, with reasonable
investments. The solution
is technically perfect and
the working expenses low.

6



Someone analyzes the
whole problem, looks
at the second floor to
see what really happens
And then he turns off
the water.

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When should structured problem solving (8D) be used?



CUSTOMER CLAIMS

- Warranty and field claims



SUPPLIER ISSUES

- Corrective and preventive actions by suppliers

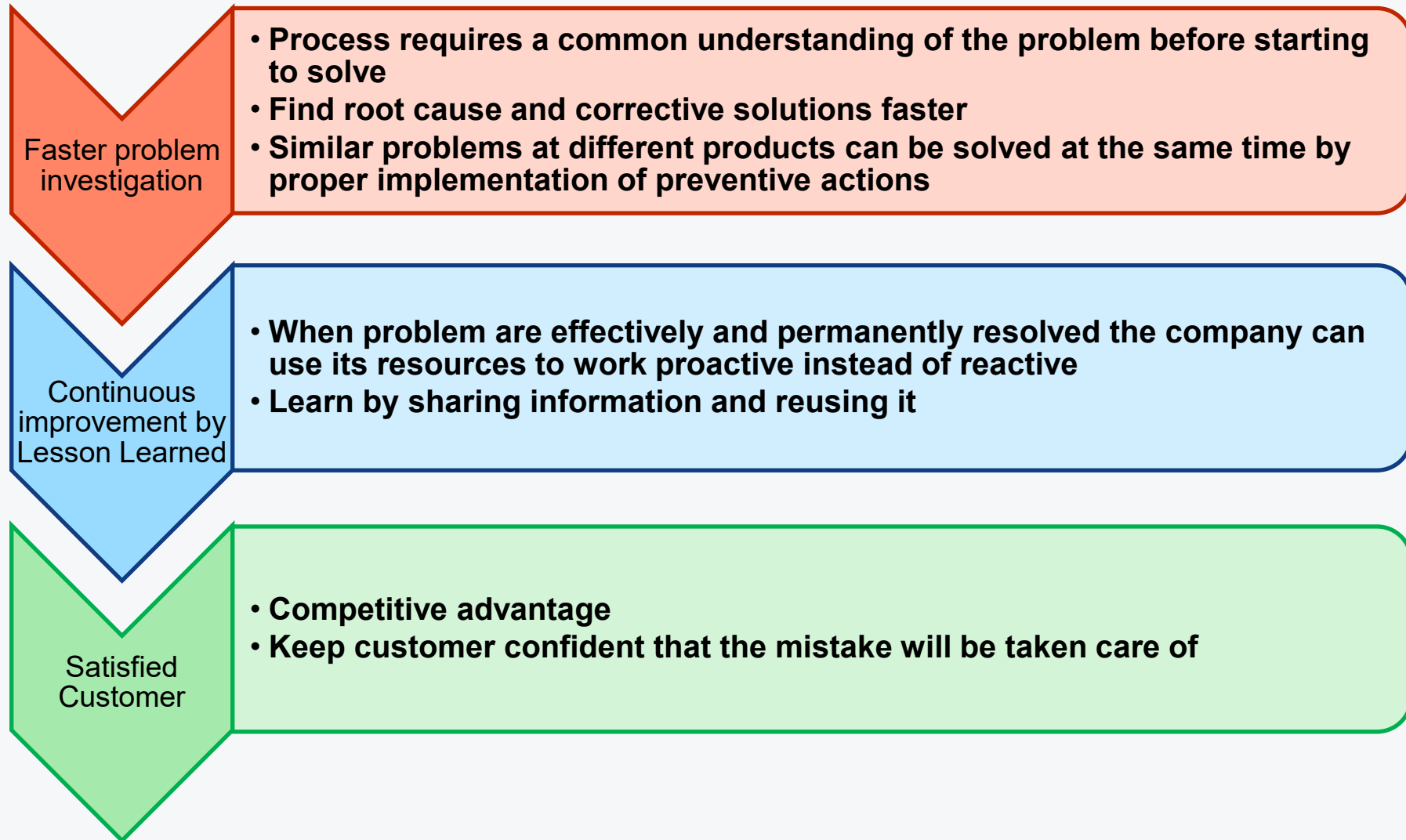


PRODUCTION QUALITY ISSUES

- High rejection rate in production

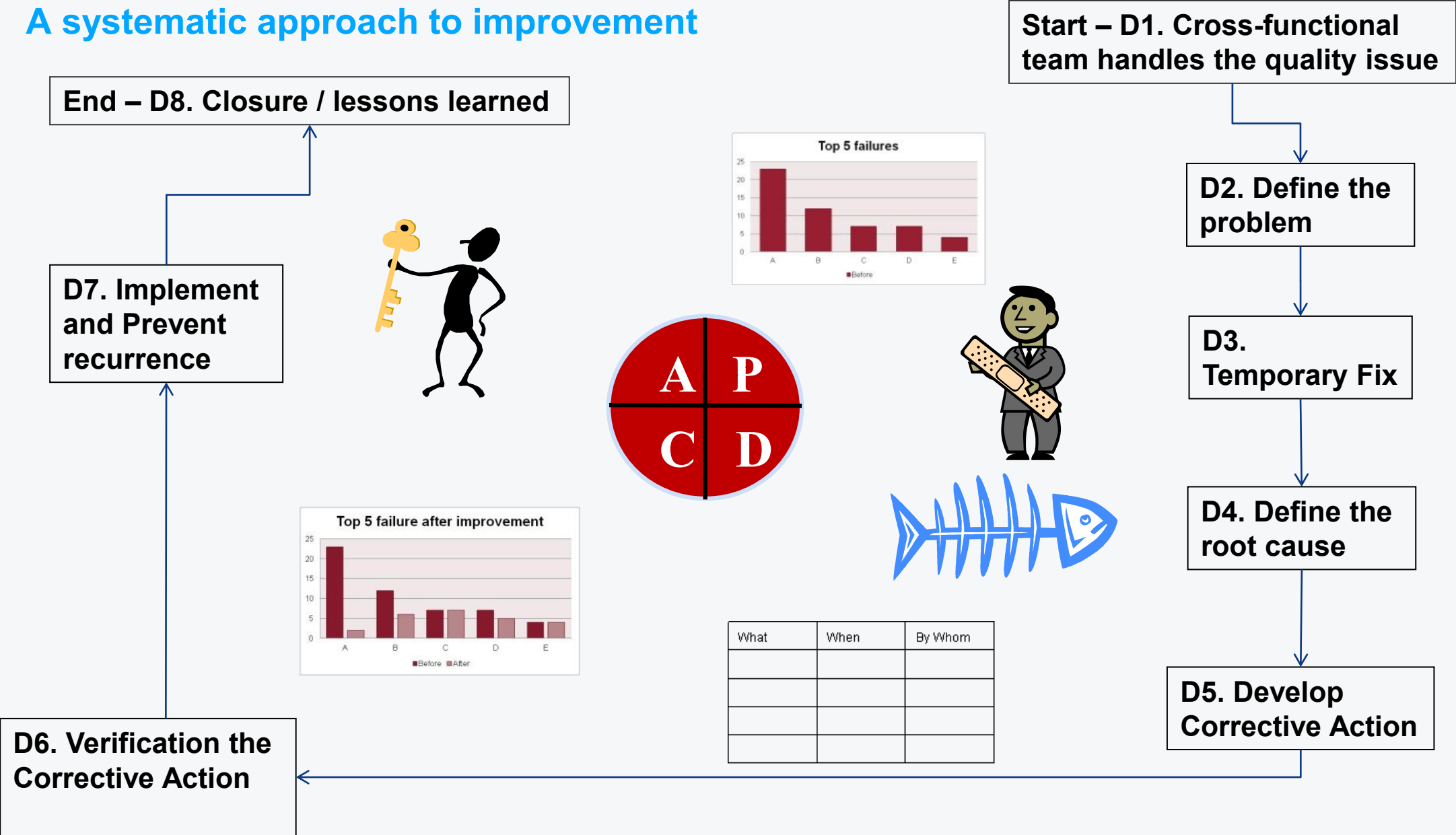
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Internal benefits of using the 8D process



8D Process

A systematic approach to improvement



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8D concept

Problem closure – verification that the introduced actions are effective.

Preventive actions are taken to reduce or eliminate the probability of specific undesirable events happening in the future for similar products.

Corrective actions identify and eliminate the causes of a problem, thus preventing recurrence. Corrective actions should be verified.

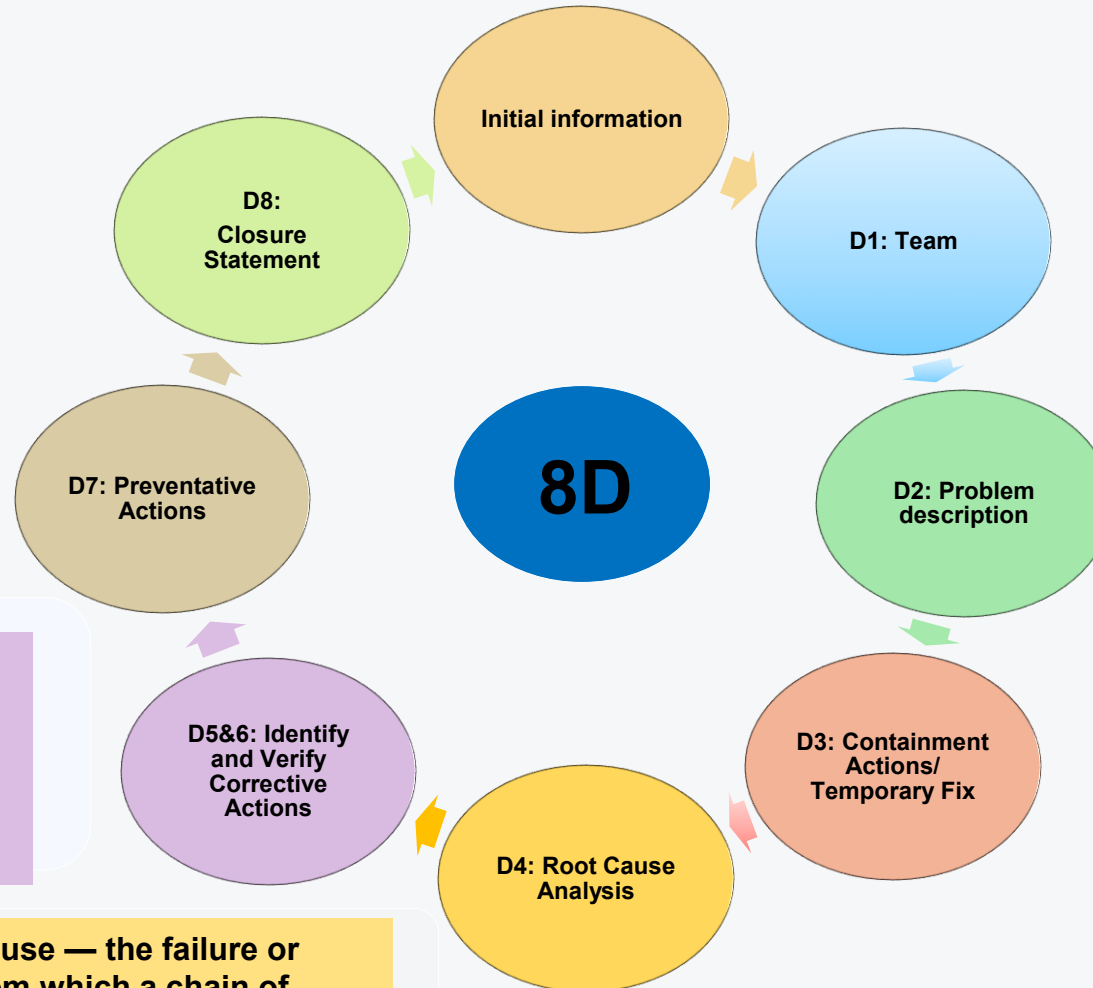
Root cause — the failure or fault from which a chain of effects or failures originates.

Information about the PO and rejected quantity of the article.

The team should be cross-functional and include the process/product owner, engineering, quality, and other functions involved in containment, analysis, correction, and prevention of the problem.

The problem should be described using data and facts. Problem – a perceived gap between the existing state and a desired state, or a deviation from a norm or standard.

Actions that eliminate/minimize the impact on the customer and prevent the situation from getting worse.



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8D concept – structure

Response time is important

DeLaval

8D Report

Ref No: 001 000 01 00

Supplier name:

Supplier SAP no:

DeLaval contact:

Supplier contact:

DeLaval part No:

DeLaval part Name:

C or GMU 8D no:

Date:

Purchase Order no:

Supplier 8D number:

Supplier part no:

Rejected Qty:

Received Qty:

Rel. batch no:

1

D1. Team (Name and Function)

2

D2. Problem Description (Attach photos)

3

D3. Temporary Fix/Containment Actions (To be completed within 1 day)

4

D4. Root Cause Analysis: (To be completed within 1 week)

5

D5 & D6. Identify and Verify Corrective Actions: (To be completed within 1 week)

6

D7. Preventative Actions: (To be completed within 2 weeks)

7

D8. Closure Statement: (DeLaval)

8

DeLaval:

- 1 Initial information
- 3 D2: Problem Description
- 8 D8: Closure Statement

Supplier:

- 2 D1: Team members / Identify the team
- 4 D3: Containment Actions/Temporary Fix 1 day
- 5 D4: Root Cause Analysis 7 days
- 6 D5&6: Identify and Verify Corrective Actions 7 days
- 7 D7: Preventative Actions 14 days

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Initial information

8D report identification number:
- Customer complaint number
 (from Siebel) or
- Factory claim number
 (internal)

8D report issue date



8D Report

Ref.No. GST/1806-01 (03)

Supplier name:		CC or GMU 8D no:	
Supplier SAP no:		Date:	
DeLaval contact:		Purchase Order no:	
Supplier contact:		Supplier 8D number:	
DeLaval part No.		Version	
DeLaval part Name		Supplier part no	
		Received Qty	
		Rejected Qty	
		Rej. batch no	

The initial information will be provided by **DeLaval**

Supplier can have own
numbering of customer claims

8D Process

D1: Team members – identify and build the team

D1. Team (Name and Function)

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The team shall be cross-functional and include representatives from Production Operations, Process/Product Ownership, Engineering, Quality, and any other functions involved in the containment, analysis, corrective actions, and prevention of the problem.

The names of the team members, together with their job titles or positions within the company, shall be listed in this section of the report.

Name + Function

The D1 step should be filled in by **Supplier**

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D2: Problem Description

D2. Problem Description (Attach photos)

For better problem visualization photos can be added in Attachment sheet

3

A well defined problem is half resolved problem.

Please remember that: **Symptom may not be THE problem.**

How to describe the problem well?

1. DO NOT assume you know the problem,
2. Work with data and facts → make it measurable
3. Consider → Which internal or external customer REQUIREMENT was not met?
4. How many products are affected?
5. When did the problem start?
6. Map out the process as much as possible
7. If is possible add the photos and send NOK samples to supplier



Use the **5W2H** to describe the problem --> Who, What, When, Where, Why, How and How many

The D2 step should be filled in by

DeLaval

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D2: Problem description → 5W2H questions

Answer on the below questions will help you fully describe the problem:

- 5W** {
- WHAT** happen? – Describe the problem with clear and precise facts
(for example: if the problem is related to the dimension please describe the value of NOT OK dimension and the value which should be acc. to the specification/technical drawing)
 - WHY** is it a problem? – Understand what the impact of the problem is for us.
What is the effect to Customer ? How important is the problem? There is a safety issue?
 - WHEN** was the problem detected? – Describe when the defect has been detected for the first time
 - WHERE** was it detected? – Describe the place where the defect has been found for the first time
 - WHO** detected the problem? – Describe who detected this defect
(operator, customer, serviceman etc.)
- 2H** {
- HOW** was it detected? – Describe how the defect has been found,
(Type of tool, machine or measurement equipment used to detect it)
 - HOW Many** defective parts? - Describe total number of defective parts found

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D2: Problem description → Example

The problem is related to claws which is broken. The main problem now seems to be the broken nipple for the bumper. It seems as the problem is multi factorial. The annealing process seems to be one reason, but the dimension of the nipple for bumper or the dimension of the rubber plug (bumper) is wrong. The bumper nipples seems to be OK when delivered from supplier but broken when arriving to our customers.



Wrong Defect Description

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D3: Containment Actions / Temporary Fix

D3. Temporary Fix/Containment Actions (To be completed within 1 day)

1. Segregate and re-inspect stocks and WIPs, and report related qty:	2. Report suspicious parts and qty during shipment:	Failed Product Prod Date:
3. Deliveries to other DeLaval entities?	4	Failed Product Batch No:
4. Conforming with DeLaval if replacement need to be delivered, p/n and qty:		First Corrected order Date:
Resp	Due Date	Close Date

Define the immediate actions required to prevent the situation from getting worse. All actions should focus on protecting the customer (DeLaval).

The steps the supplier must take in this discipline:

Urgently identify **suspected products** → Take action to prevent continued shipping to the customer; e.g., block suspected articles/materials in warehouses and in transit, or implement extraordinary inspection. Inform the customer about the suspicious/defective production batch.

Identify the suspected process (e.g., assembly, welding, labeling, etc.) → Apply controls immediately to prevent continued production of suspect products.

The D3 step should be filled in by

Supplier

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D4: Root Cause Analysis

D4. Root Cause Analysis: (To be completed within 1 week)

5					
Resp		Due Date		Close Date	

This step consists of performing the failure analysis and investigation needed to determine the root cause of the problem.

The D4 step should be filled in by **Supplier**

1. Never assume, use a method to identify the cause!!!
2. Always analyze why it happened and why it was not detected.

Method which supplier can use during analysis:



why?
why?
why?
why?

- **Ishikawa Diagram** (Fish Bone Diagram), identifies many possible causes for an effect or problem.
- **5-Why** Team to use the judgment when to stop, generally, asking 5 times would reveal THE Root Cause,

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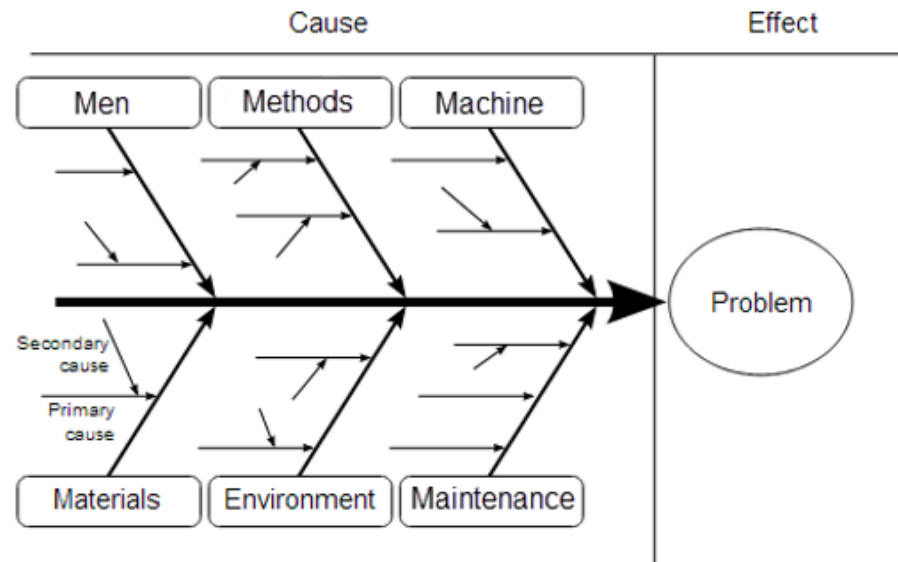
D4: Root Cause Analysis → Ishikawa Diagram

Ishikawa Diagram (Cause and Effect Diagram, Fishbone Diagram)

Is a tool used for systematically identifying and presenting all the possible causes of a particular problem in graphical format.

The problem is identified and placed at the head of the fish, the bones of the issue are defined using different categories. These are the parts of the problem which will be dealt with individually. Categories are decided by brainstorming the general issues of the problem.

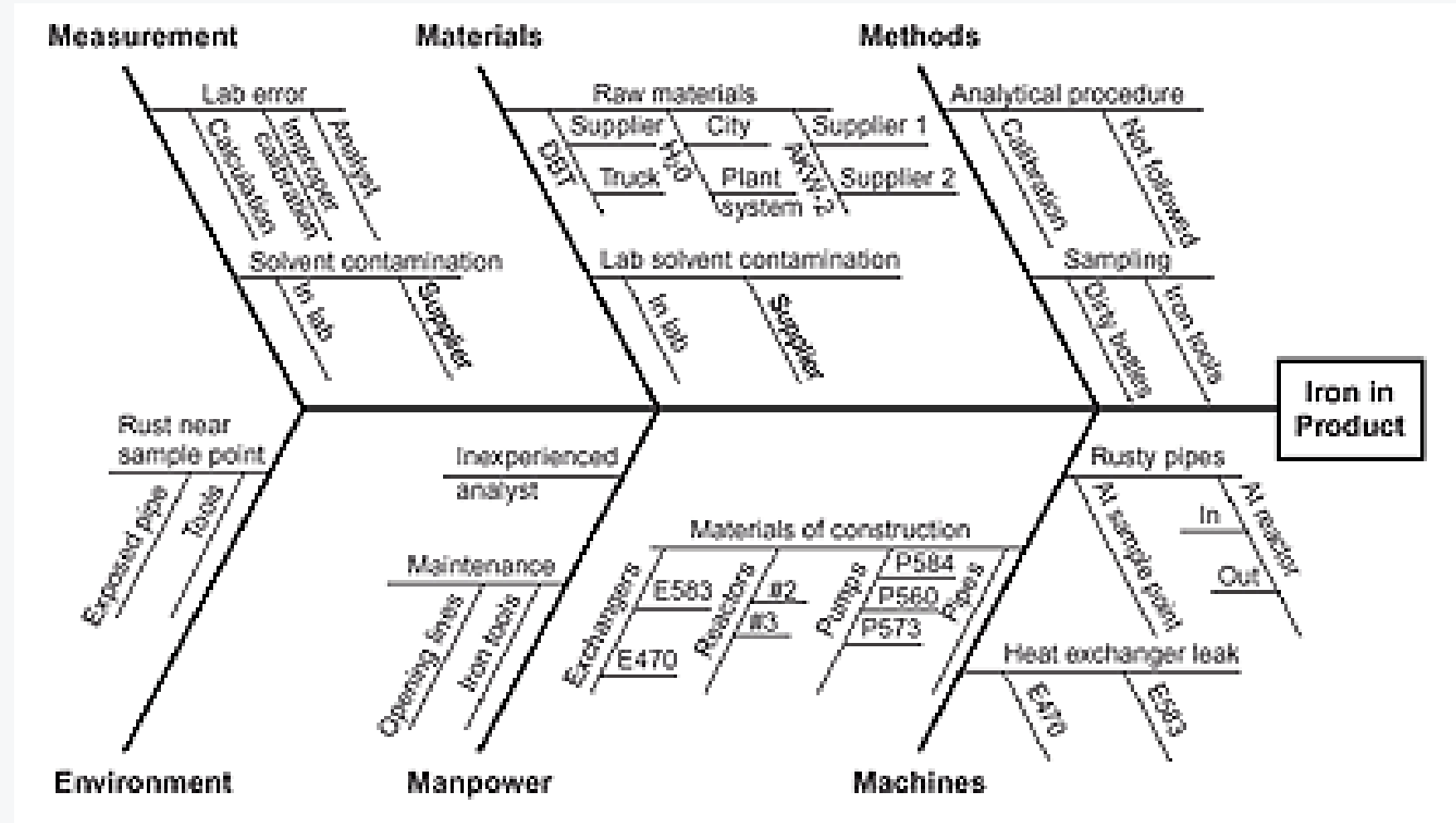
Typically they may include: **'Man', 'Machine', 'Materials', 'Methods', 'Maintenance' and 'Environment' → 5M+E**



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D4: Root Cause Analysis → Ishikawa Diagram

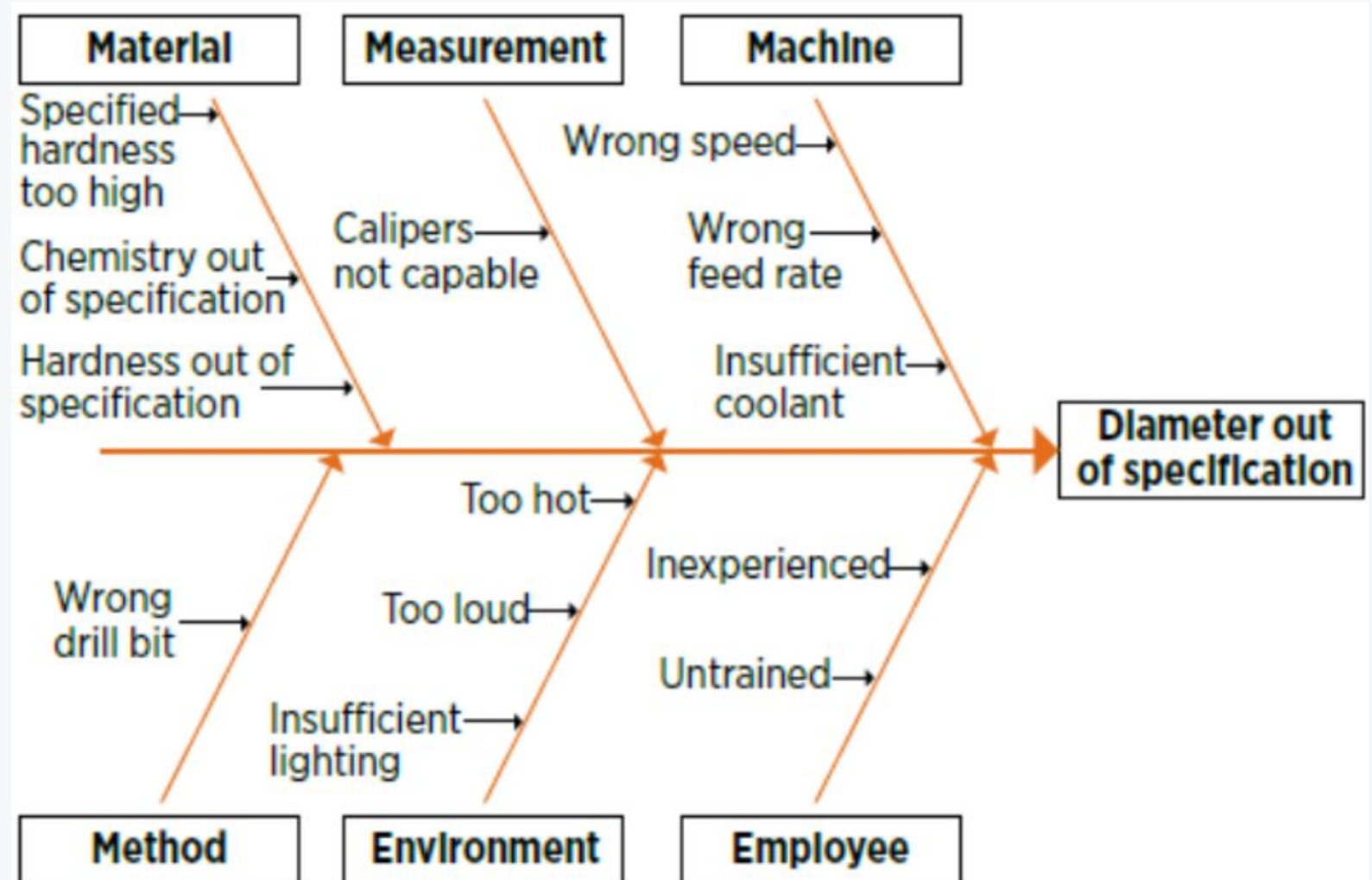
Example



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D4: Root Cause Analysis → Ishikawa Diagram

Example



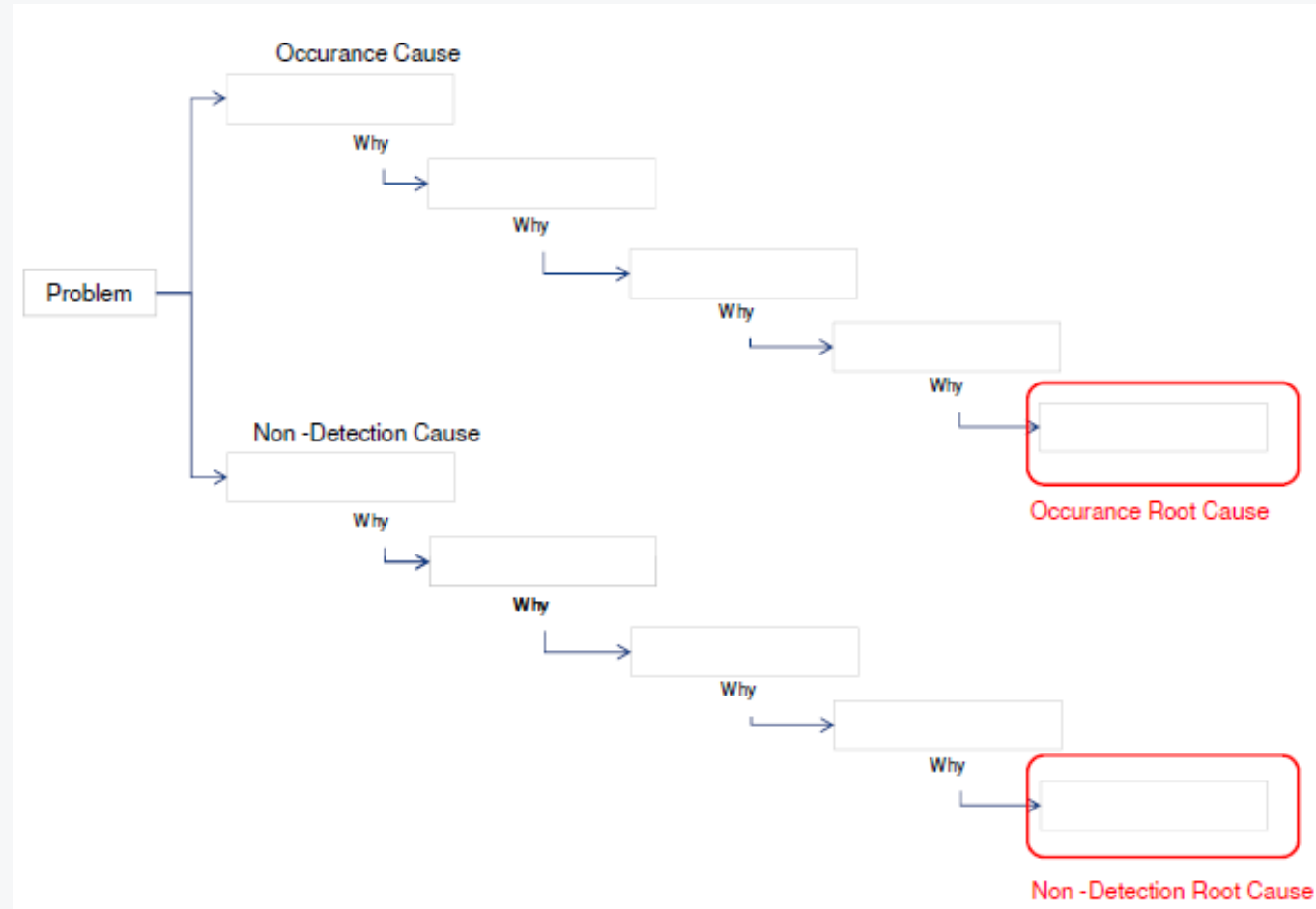
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D4: Root Cause Analysis → 5 Whys

5-Why

This tool refers to the practice of asking “why” (generally five times) to determine why the failure occurred and why it was not detected, in order to identify the root cause(s) of the problem.

why?
why?
why?
why?



8D Process

D5 & D6: Identify and Verify Corrective Actions

D5 & D6. Identify and Verify Corrective Actions: (To be completed within 1 week)

6

Resp		Due Date		Close Date	
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These disciplines identify all possible corrective actions to address the root cause of the problem. The owners of the corrective actions and target completion dates should be listed in this section of the report.

The actions should be related to the **occurrence root cause** and **non-detection root cause**.

For each action, the **owner and timeframe** for implementation should be indicated → an action-plan approach should be used to implement the solution as quickly as possible.

The supplier must verify the long-term effectiveness of corrective actions.

The D5 & D6 steps should be filled in by **Supplier**

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D7: Preventive Actions

D7. Preventative Actions: (To be completed within 2 weeks)

7		
Resp	Due Date	Close Date

This next discipline should not be confused with “correcting” the problem. Prevention of the problem entails identifying devices or packages that are similarly vulnerable to the same problem highlighted by the customer, even if they are not affected in the current situation.

Improve the overall organization – use lessons learned:

- Identify similar processes where this issue might occur.
- Implement actions in other processes to avoid similar problems.

The D7 step should be filled in by **Supplier**

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D8: Closure Statement

D8. Closure Statement: (DeLaval)

8					
Resp		Due Date		Close Date	

The last step verifies that the introduced actions are effective. The verification must be based on measurable data.

It is worth drawing conclusions about how cooperation with the supplier went, how we worked, what we learned, and what conclusions can be drawn for the future – including what can be improved in problem solving (S8D).

The D8 step should be filled in by **DeLaval**

Thank You!

Keep Improving