8D Report: example

Illustrative example, not customer data. The same report, blank, is on the next page.

8D number: 8D-007 | Customer: Retail chain (B2B), distribution centre | Product: Cleaning spray, 500 ml and 750 ml | Opened: 2 Mar 2026 | Closed: 14 Apr 2026

D0. Plan and emergency response

	Answer
Complaint	The customer's distribution centre (DC) reported 46 cartons in 3 deliveries (23 Feb to 1 Mar) whose carton labels showed the other size: 500 ml cartons labelled 750 ml and the reverse. Chargeback: $3,680 (46 × $80).
Emergency response	Same day: shipments of both sizes to this customer held until checked; 100% label-to-content scan before dispatch; corrected delivery list sent; relabelling at the DC offered.
8D needed?	Yes: repeated deliveries, a chargeback, and the cause is unknown.

D1. Team

Champion / leader / members	Champion: Operations director, Team leader: Quality manager, Member: Line 2 night shift lead, Member: Labelling systems analyst, Member: Warehouse lead, Member: Key account manager (customer contact)

D2. Problem description (is / is not)

Problem statement	Since 23 Feb, cleaning spray cartons packed on line 2 for one retail customer carry the label of the other size: 46 wrong cartons reported in 3 deliveries, 3.9% of the 1,180 cartons shipped to that DC that week.

	Is	Is not	Distinction / what changed
What	Carton label shows the other size (500 ml and 750 ml swapped)	Bottle labels (correct); other products	Only the carton label is wrong, and it is applied separately from the bottle label
Where	Line 2; cartons for this customer's DC	Line 1; cartons for other customers	This customer needs its own label format, printed on a desktop printer at line 2 and applied by hand. Other customers get the in-line printed label.
When	From 23 Feb; night shift; within 40 minutes after a size changeover	Before 23 Feb; day shift; before the changeover	Since 23 Feb the night shift runs both sizes, with a changeover around 02:00
How many	46 reported; 73 found in total (55 at the DC, 18 in our stock)	Earlier deliveries to this DC	All 73 were packed within 40 minutes after a changeover

D3. Containment

Containment action	Owner	Date	Result
Check every carton of both sizes for this customer in our warehouse: scan the label against the bottle	Warehouse lead	3 Mar	1,420 cartons checked; 18 wrong labels found and relabelled
Check and relabel stock at the customer's DC, with their team	Key account manager	4 Mar	610 cartons checked; 9 more wrong labels found; 55 relabelled in total
Until the fix: line 2 runs one size per shift; 100% label-to-content scan before dispatch for this customer	Line 2 shift lead	3 Mar	No wrong labels in deliveries from 4 Mar

D4. Root cause and escape point

	Answer
Occurrence root cause	Since 23 Feb the night shift prints the customer labels for both sizes in a batch at the start of the shift and keeps them in one tray. At the size changeover, leftover labels of the first size were applied to cartons of the second. The changeover checklist has no label clearance step.
Occurrence: verified by	All 73 wrong cartons were packed within 40 minutes after a changeover. In a trial changeover, 7 leftover labels were still in the tray.
Escape point	The end-of-line check scans the bottle barcode, not the carton label against the bottle, so a wrong carton label passes. The check was set up when line 2 ran one size per shift.
Escape: verified by	A seeded wrong carton label passed the end-of-line check 10 times out of 10.

D5. Chosen permanent corrective actions

Permanent corrective action	Addresses	Owner	Verified before rollout
Print each customer label on demand at the packing station, triggered by scanning the bottle, so only the right label exists	Occurrence	Labelling systems analyst	Trial on 2 changeovers, 600 cartons: 0 wrong labels
End-of-line check compares the carton label barcode with the bottle barcode; a mismatch stops the line until a supervisor clears it	Escape point	Maintenance engineer	Seeded test: 20 of 20 wrong labels caught

D6. Implement and validate

	Answer
Implemented	Both actions live on line 2 on 16 Mar; operators on all three shifts trained.
Containment removed	30 Mar, after two weeks with no mismatch at the 100% scan.
Validation	In the 4 weeks after go-live (to 13 Apr): 0 wrong-label complaints on 5,240 cartons shipped to the DC; the new check stopped 3 mismatches before dispatch.

D7. Prevent recurrence

Action to prevent recurrence	Owner	Date
Label clearance (empty the tray, count leftover labels) added to the changeover checklist on all lines	Production manager	6 Apr
Print-on-demand and the label-to-bottle check rolled out to line 1 and to the 4 other customers with their own label format	Labelling systems analyst	10 Apr
Packing process FMEA updated: "wrong carton label" added as a failure mode, with the new controls	Quality manager	3 Apr
Work instruction for customer labels updated; lesson shared at the plant quality meeting	Quality manager	8 Apr

D8. Recognise the team and close

	Answer
Closure	The customer accepted the 8D report on 14 Apr. Closed.
Recognition	The operations director thanked the team at the monthly all-hands; the night shift lead presented the fix to the other lines.
Lessons learned	A schedule change (two sizes in one shift) is a process change: it needs the same risk check as new equipment.

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8D Report

One customer complaint, from emergency response to a verified, permanent fix. Fill D0 to D8 in order.

8D number: _____ | Customer: _____ | Product: _____ | Opened: _____ | Closed: _____

D0. Plan and emergency response

	Prompt	Answer
Complaint	What did the customer report, when, and how many?	
Emergency response	What did you do in the first 24 hours to protect the customer?	
8D needed?	Repeat issue, safety, cost, or an unknown cause?	

D1. Team

Champion / leader / members	

D2. Problem description (is / is not)

Problem statement	

	Is	Is not	Distinction / what changed
What	What object and defect?	Similar objects or defects that could be affected, but are not?	
Where	Where is it seen: line, site, customer, channel?	Where could it be, but is not?	
When	When first, when since, at what point in the process?	When could it be, but is not?	
How many	How many, how often, what trend?	How many could there be, but are not?	

D3. Containment

Containment action	Owner	Date	Result

D4. Root cause and escape point

	Prompt	Answer
Occurrence root cause	Why did the problem happen?	
Occurrence: verified by	Which data shows it?	
Escape point	Where should it have been caught, and why was it not?	
Escape: verified by	Which data shows it?	

D5. Chosen permanent corrective actions

Permanent corrective action	Addresses	Owner	Verified before rollout
	Occurrence		
	Escape point		

D6. Implement and validate

	Prompt	Answer
Implemented	What went live, when, and who was trained?	
Containment removed	When, and on what evidence?	
Validation	Which data shows the fix works?	

D7. Prevent recurrence

Action to prevent recurrence	Owner	Date

D8. Recognise the team and close

	Prompt	Answer
Closure	Did the customer accept the report? When?	
Recognition	How was the team thanked?	
Lessons learned	What will you do differently?	

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