PDCA Cycle: example

Illustrative example, not customer data. The same one-pager, blank, is on the next page.

Cycle	Cut "where is my order?" contacts (cycle 1)	**Started**	9 Feb 2026
Owner	Customer service manager	**Status**	Act: rolled out to all warehouses on 6 Apr

P: Plan

Field	Answer
Problem	"Where is my order?" contacts are 31% of all support contacts: 2,480 of 8,000 a month.
Goal	Under 15% of support contacts by the end of the test (four weeks).
Root cause	Customers hear nothing between "order confirmed" and "delivered". The tracking link is only in the confirmation email, and 64% of these contacts come two to four days after the order.
Change to test	Send a "shipped" message with the tracking link by SMS and email, and a "delayed" message when the carrier has not scanned the parcel for 48 hours.
Test plan	Warehouse A only (about a third of orders) for four weeks from 2 Mar. Warehouses B and C are the comparison.

D: Do

Field	Answer
What was done	Messages switched on for warehouse A on 2 Mar; 9,140 orders in the four weeks.
Surprises	3% of SMS failed for phone numbers saved without a country code; fixed in week 2.

C: Check

Measure	Baseline	Goal	Test group (A)	Comparison (B + C)	Result
Share of contacts about order status	31%	Under 15%	14%	30%	**Met**
Satisfaction after delivery (CSAT)	78%	No drop	84%	78%	**Met**
SMS opt-outs	0.2%	Under 0.5%	0.3%	0.2%	**Met**

Did it work?	Yes. The goal was met in the test group only; the comparison group did not change, so the drop comes from the messages, not the season.

A: Act

Field	Answer
Standardise	Messages on for all three warehouses from 6 Apr; added to the delivery process and the carrier onboarding checklist.
Next cycle	41% of the remaining order-status contacts are about parcels the carrier marked "delayed". Cycle 2: test a delivery-date estimate in the delayed message.

Goal not met? Do not roll it out. Go back to Plan: was the root cause right, or the change too small?

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PDCA Cycle (Plan-Do-Check-Act)

Plan with a baseline and a goal, test small, check against a comparison, then act.

Cycle		**Started**	
Owner		**Status**	

P: Plan

Field	Prompt	Answer
Problem	What is wrong, with a baseline?	
Goal	Measurable, with a date.	
Root cause	Why does it happen? Show the evidence.	
Change to test	What will you change?	
Test plan	Where, for how long, compared with what?	

D: Do

Field	Prompt	Answer
What was done	What actually ran, and when?	
Surprises	What went differently from the plan?	

C: Check

Measure	Baseline	Goal	Test group (A)	Comparison (B + C)	Result

Did it work?	How do you know?	

A: Act

Field	Prompt	Answer
Standardise	If it worked: make it the standard way of working.	
Next cycle	What is the next problem to work on?	

Goal not met? Do not roll it out. Go back to Plan: was the root cause right, or the change too small?

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