

# SIPOC v/s COPIS

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## ~~Traditional "inside-out" SIPOC Approach~~

~~Supplier → Input → Process → Output → Customer~~

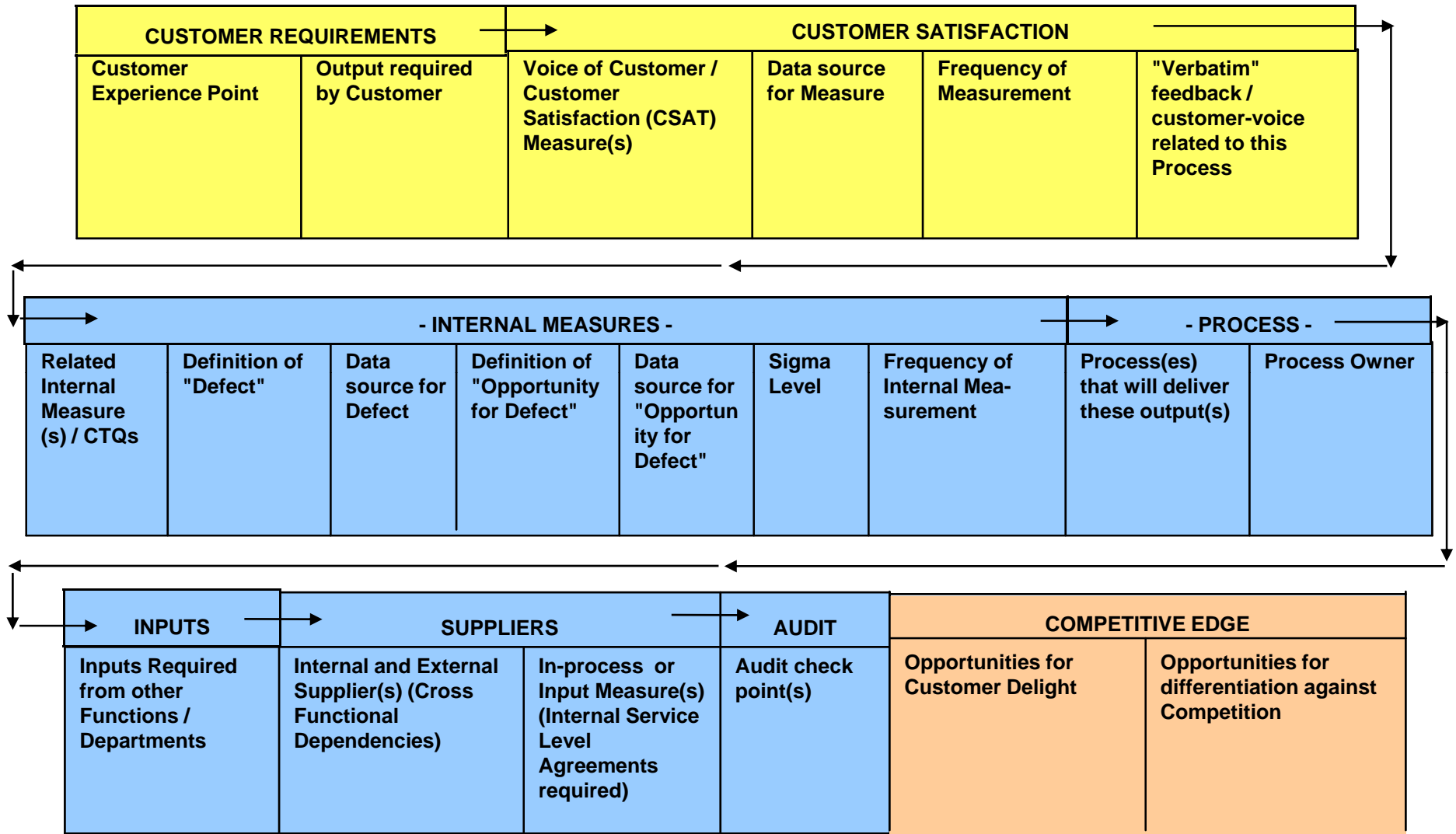
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## "Outside-In COPIS Approach

Customer → Output → Process → Input → Supplier

Illustration 1 : SIPOC v/s COPIS

# The Strategic COPIS model



LEGEND

Yellow zone represents Voice of Customers & measures related to Product or Service Quality as experienced by Customers

Blue zone represents Voice of the Process & Internal / Process Quality related measures

Delight Zone – opportunities for delivering superior Quality that exceed Customer expectations

Illustration 2 : The Strategic COPIS Model – summary

# Strategic COPIS – detailed template with illustrations

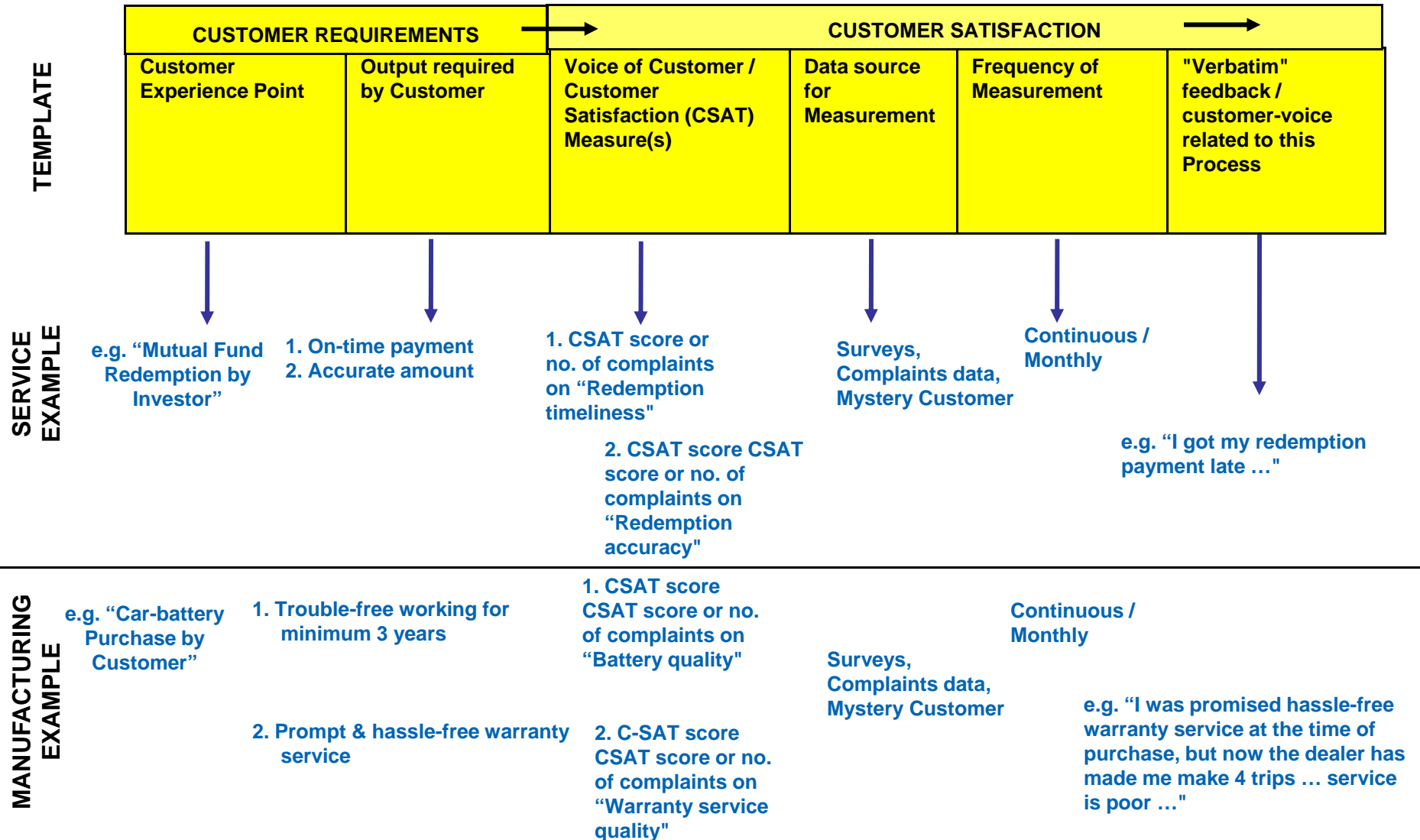


Illustration 3 (Part 1) : The Strategic COPIS Model – detailed

# Strategic COPIS – detailed template with illustrations (contd.)

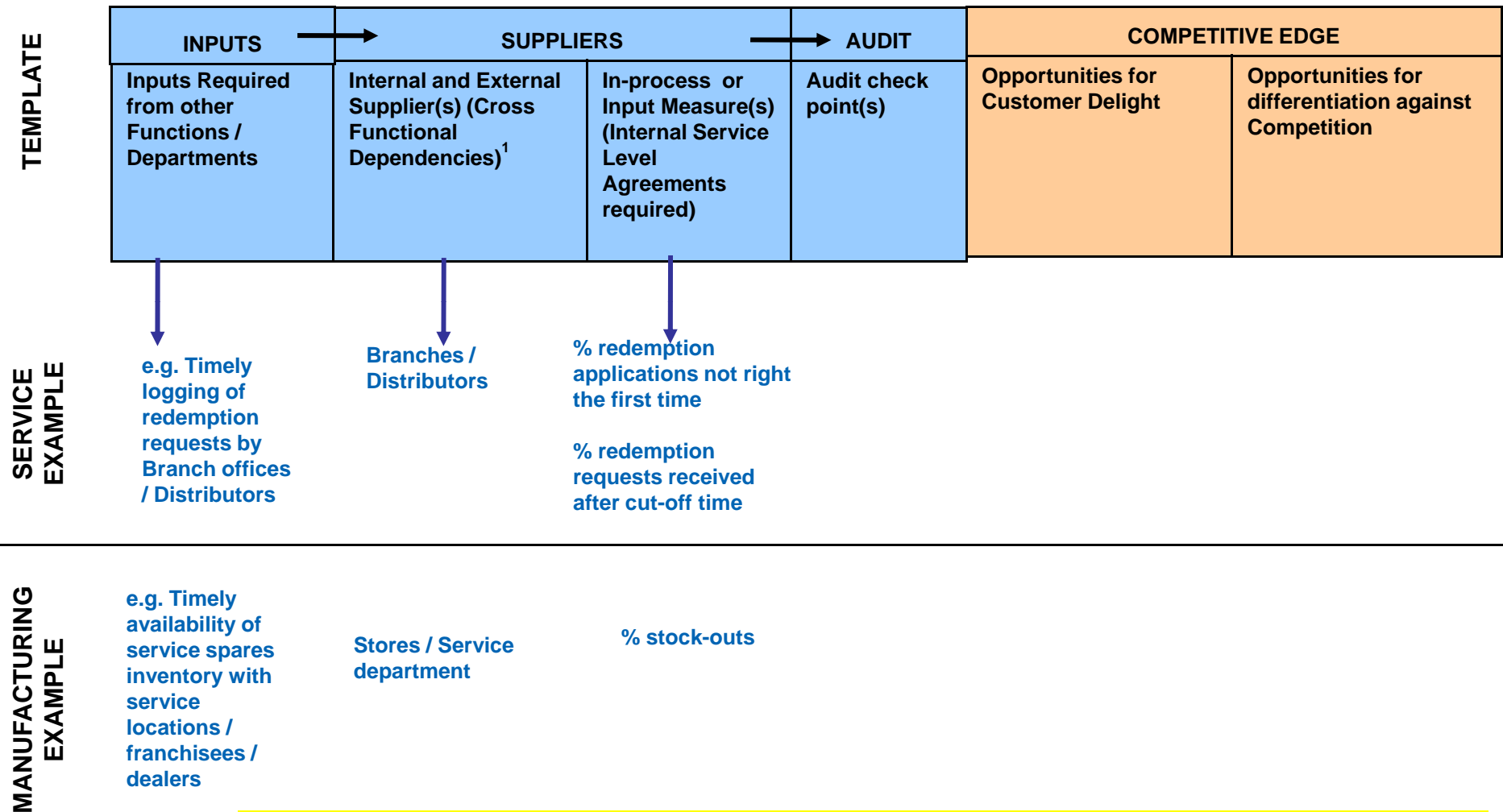
TEMPLATE	- INTERNAL MEASURES -						PROCESS		
	Related Internal Measure (s) / CTQs <sup>1</sup>	Definition of "Defect"	Data source for Defect	Definition of "Opportunity for Defect"	Data source for "Opportunity for Defect"	Sigma Level <sup>2</sup>	Frequency of Internal Measurement	Process(es) that will deliver these output(s)	Process Owner
SERVICE EXAMPLE	% of all redemption requests where payment was delayed	Each redemption request that is NOT processed within ... hrs.		Each redemption request			Measurement continuous; Reporting Monthly	Redemption Process	Function / Department Head responsible for redemption

MANUFACTURING EXAMPLE	% of all batteries made last month that had a defect						Measurement continuous; Reporting Monthly	Manufacturing process	Function / Department Head responsible for manufacturing
	% of all warranty service requests that were NOT completed on time	Each warranty service request that is NOT completed within ... hrs.		Each warranty service request				Warranty service Process	Function / Department Head responsible for warranty service

<sup>1</sup>CTQ means "Critical to Quality" performance measures such as the examples shown above

<sup>2</sup>Sigma Levels may be calculated by organizations implementing a Six Sigma quality initiative. This calculation is based on "Defects per million opportunities". However, the Strategic COPIS model can be implemented even without this measurement. The "Sigma Level" column is mentioned in this template only as a matter of detail, and may be ignored by organizations where sigma levels are not calculated.

# Strategic COPIS – detailed template with illustrations (contd.)



<sup>1</sup>Cross functional dependencies are dependencies between two or more functions or departments within a company – e.g. between Sales and Operations. These are made clear by the examples mentioned under the column titled “Inputs”

**Illustration 3 (Part 3) : The Strategic COPIS Model – detailed**

# How to use the strategic COPIS template & what are the outputs ?

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1. The application of strategic COPIS is best done through a facilitated workshop attended by the business head (CEO) and senior leaders of a business. Senior managers leading areas that impact customers must definitely participate. During the workshop, they must all put themselves in the customer's shoes and pretend that they are the customer (this is often easier said than done, but it is critical for the business and the most important part of the whole exercise)
2. Start by completing (as a team), the first column of the template "Customer experience points". List down in this column, all key "touch-points" where your customers experience your business, its products or services. Typical experience points for customers could be the initial purchase-experience, ongoing service interactions, contacting your customer-service, online transactions, and so on
3. Once all common experience points are listed, take one experience-point at a time & go all the way to the right of the template, one column at a time. The facilitator should moderate the discussion & help fill the template for each experience point
4. Once the exercise is complete for customers who pay for the business' product or service, it can be repeated for other stakeholders in the business such as distributors, shareholders, employees or other internal customers, regulators, etc.
5. The output of the strategic COPIS workshop is the complete "master-list" of processes that the business needs to have and performance measures related to each process. The performance measures will be at three levels – voice-of-customer, process related output measures and in-process measures
6. Before proceeding further, validate the outputs or findings of the workshop with real customers (maybe a sample of customers). This will help ensure that what we *think* is important for customers is actually so
7. You now have the answers to two strategic questions "What business processes do we need ?" and "What to measure ?". This is followed by detailed documentation / mapping and implementation on the ground of the processes thus identified. Actual adherence to each process is measured through process-compliance audits. These processes are also the foundation for continual improvement in future
8. Put in place the measurements identified through COPIS. The CEO and their leadership team must regularly review the actual performance trend on these measures. Often, the workshop throws up a large number of measures – the CEO may decide which are the top-priority (vital few) measures that they will personally review, while more detailed measures pertaining to each process must be monitored & reviewed by respective process-owners
9. Strategic COPIS can be applied with significant business benefit by new businesses at their inception-stage or by existing businesses. For existing businesses, the COPIS workshop output must be used to validate their existing processes and performance measures