SIPOC Diagram: example

Illustrative example, not customer data. The same diagram, blank, follows.

Process	Customer complaint handling at an online store	**Ends when**	The customer has the outcome in writing and the ticket is closed with a root cause
Starts when	A customer complains, in any channel	**Process owner**	Customer service manager

S Suppliers	I Inputs	P Process	O Outputs	C Customers
Who provides the inputs?	What goes into the process?	4 to 7 high-level steps	What comes out?	Who receives the outputs?
Customers Warehouse and store teams Carrier partners Payments provider Product team	Complaint by email, phone, chat or review Order and delivery data Return and refund policy Product information Customer history	**1. Receive and log the complaint** **2. Reply within 4 hours** **3. Classify by theme and priority** **4. Investigate: order, delivery, product** **5. Resolve: refund, replacement, repair or explanation** **6. Confirm with the customer and close** **7. Tag the root cause; weekly report**	Reply to the customer Refund, replacement or repair Closed ticket with theme and root cause Weekly complaint report	The customer who complained Finance (refunds) Operations and warehouse (fixes) Management (weekly report)

What the customer needs (requirements)

A first reply within 4 hours · A resolution within 2 working days · No need to explain the problem twice · The outcome in writing

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Process measures against targets

Measure	Better when	Target	Actual (last month)	Result
First reply time (median)	Lower	4 h	3 h	Met
Time to resolve (median)	Lower	2 days	3.1 days	Missed
Tickets reopened	Lower	5%	12%	Missed
Satisfaction after a complaint (CSAT)	Higher	75%	61%	Missed

Three of four measures miss their target. The next step is to find out why: classify last month's complaints by theme and root cause before changing the process.

Workshop questions for each column

Column	Questions to ask
Process	Where does the process start and end? What are the 4 to 7 main steps, as verbs?
Outputs	What does each step produce? What leaves the process at the end?
Customers	Who receives each output, inside and outside the company? What do they need from it?
Inputs	What information, materials or decisions does each step need?
Suppliers	Who provides each input? Which of them are outside your team?

Tips

• Work right to left after the process: outputs and customers first, inputs and suppliers last.
• Keep it high level. Detail belongs in a process map, not in the SIPOC.
• Write customer requirements as something you can measure.

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SIPOC Diagram

Fill the process first (4 to 7 steps), then outputs and customers, then inputs and suppliers.

Process		**Ends when**	
Starts when		**Process owner**	

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Who provides the inputs?	What goes into the process?	4 to 7 high-level steps	What comes out?	Who receives the outputs?

What the customer needs (requirements)

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