



Reduce COPQ through Cross-Functional Operational Alignment

Industry: Automotive

Situation:

A global manufacturing organisation experienced increasing COPQ caused by recurring defects, process instability, inefficient corrective actions, and limited operational transparency across international operations.

Operational teams focused heavily on short-term containment activities while systemic quality losses, recurring disruptions and insufficient cross-functional ownership continued to negatively impact operational performance and profitability.

Challenge:

The organisation needed to reduce internal quality losses and establish sustainable process stability.

Key challenges included:

- Recurring defects and operational disruptions
- Limited visibility regarding COPQ drivers and quality-related losses
- Insufficient prioritisation of high-impact issues
- Lack of cross-functional accountability and ownership

The organisation required stronger operational governance, transparent escalation processes, and aligned leadership across functions.

Actions:

A structured global improvement programme was introduced focusing on operational transparency, sustainable corrective & preventive actions, and cross-functional accountability. It combined operational leadership, process discipline and continuous performance management.

Key measures included:

- Identification and analyse of major COPQ drivers and systemic quality loss mechanisms
- Prioritisation of high-impact quality and operational risks
- Implementation of transparent escalation and reporting structures
- Alignment between operational leadership and quality management
- Strengthening accountability across functions and teams

Results:

The programme demonstrated that reducing COPQ is not only a quality management activity, but a cross-functional operational leadership responsibility requiring transparency, accountability, and sustainable execution.

- Reduced internal quality losses and recurring operational disruptions
- Improved visibility and transparency regarding COPQ impact
- Stabilised operational processes and improvement activities
- Stronger cross-functional ownership and accountability
- Increased management awareness of quality-related business impact