



IKEA Supplier Quality Assurance Program

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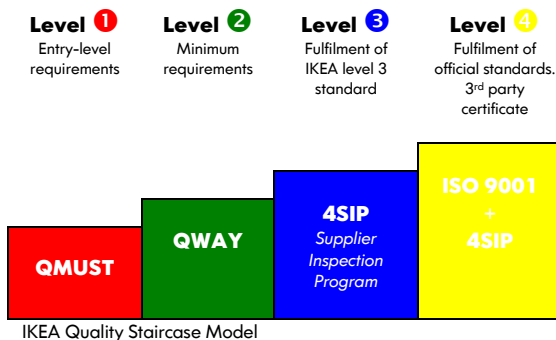
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0. INTRODUCTION

IKEA Quality Staircase Model

IKEA Quality Staircase Model defines a 4-step approach, aimed at improving the Suppliers overall performance in Quality, with focus on securing CEPQ (Customer Experienced Product Quality)

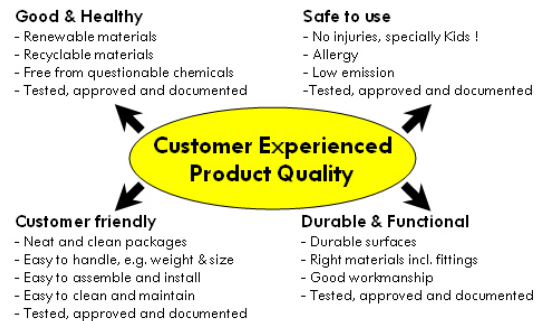


Management Commitment

It is required and a prerequisite, that the implementation of the IKEA Quality Staircase Model is well founded and committed by the Suppliers management and that the IKEA Quality Staircase Model will be integrated in the suppliers existing Quality system.

Customer Experienced Product Quality

Customer Experienced Product Quality (CEPQ) is the IKEA concept to describe the customer's expectations on the product and within what areas the customer experience and assess the quality of the product. The areas are:



Customer expectations (CEPQ) including requirements specified in the IKEA product documentation shall be fulfilled in order to consider the article satisfactory and fulfilling all IKEA demands.

Level 1 - QMUST

Before 1st delivery, The IKEA Supplier must implement and comply with the entry-level requirements – QMUST.

- Final Inspection (chapter 4)
- Test-status Summary (clause 1.10)
- Process Control (see clause 3.3)
- Traceability (see chapter E)
- Action plan to achieve Level 2 – QWAY

For description of requirements related to QMUST, see clauses in this standard marked with 1 ➤.

Level 2 - QWAY

IKEA supplier shall, from 1st delivery date and within an agreed time frame, implement and comply with the minimum requirements – QWAY

- Start-up Process (chapter 1)
- Receiving Inspection (chapter 2)
- Final Inspection (chapter 4)
- Document and Sample Control (chapter 5)

For description of requirements related to QWAY, see chapters in this standard marked with 2 ➤.

Level 3 – 4SIP

For supplier with the ambition to further develop its quality system. Related requirements are stated in this standard and are marked with 3 ➤.

Level 4 – ISO 9001 + 4SIP

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➤ 1. START-UP PROCESS

1.1 General

The IKEA Supplier shall ensure implementation of IKEA product requirements and secure customer experienced product quality, for new as well as modified products, before start-up of running production.

The IKEA Supplier shall implement a documented procedure for the start-up process which shall secure compliance with requirements in clauses 1.2 to 1.10.

1.2 Responsibility

The IKEA Supplier shall appoint responsible and authorised person(s) for all activities in the start-up process.

1.3 Quotation

The IKEA supplier shall have a procedure, defining the work with IKEA quotation. The quotation procedure shall cover:

- Review of IKEA Quotation Request
- Capacity/Capability Study
- Quotation Answer (in written form describing what the quotation is based upon)

1.4 Review of Requirements and Conditions

The IKEA Supplier shall ensure that the following are received, analysed and understood before signing agreements:

- All points in IKEA Contract Review
- Capacity & Capability
- Key sub-suppliers
- CEPQ – Product specific
- Process Control (see clause 3.3)
- IKEA Chemical requirements

Result of the review shall be documented.

1.5 Communication and Implementation

The IKEA Supplier shall secure that relevant requirements and conditions in clause 1.4 are communicated to Supplier's own employees and to sub-suppliers.

The IKEA Supplier shall secure a production set-up where all IKEA requirements are adopted and implemented in order to start-up running production.

1.6 Product Changes

The IKEA Supplier shall have a procedure describing how to handle changes initiated by IKEA or Supplier. Changes shall be approved by IKEA in written form.

1.7 Start-up of Running Production

The IKEA Supplier shall have a procedure defining the approval for releasing a new or modified product for Running Production.

1st delivery shall be approved by IKEA before dispatch.

1.8 Capacity and Capability

The IKEA Supplier shall plan and ensure that the required capacity and capability will be available in order to fulfil own commitments and made agreements.

The IKEA Supplier shall inform IKEA about any changes in capacity or capability, influencing the IKEA production or delivery schedule.

The IKEA Supplier must secure capacity and capability, at own site as well as at sub-suppliers, prior to quotation answer, start-up of running production and order/delivery confirmation.

1.9 Key Sub-suppliers

The IKEA Supplier shall identify and inform IKEA about choice and changes of key sub-suppliers delivering key raw material/ components/ fittings or contracted for critical production processes.

➤ 1.10 Test-status Summary

The IKEA Supplier shall have a documented test-status summary of all required tests, self declarations and Certificates of Compliance.

The test-status summary shall as a minimum have the following information:

- Article number
- Type of Material
- Sub-Supplier
- Reference (specification) number
- Type of test/self declaration required
- Certificate of Compliance
- Required acceptance limit
- Test Result
- Date of Test
- Test Laboratory (approved by IKEA)
- Expiry date and frequency

The IKEA Supplier shall secure that Tests, Self Declarations and Certificates of Compliance are renewed within the required time period.



➤ 2. RECEIVING INSPECTION

2.1 General

The IKEA Supplier shall implement a documented procedure for Receiving Inspection.

All raw material, components and semi-finished products from Key sub-suppliers shall pass receiving inspection before taken into production.

2.2 Responsibilities

The IKEA Supplier shall appoint a responsible and qualified person(s) to conduct receiving inspection. The person(s) shall be trained and have appropriate knowledge of IKEA requirements.

2.3 Inspection

The Receiving Inspection procedure shall cover the following:

- What to inspect and Method of inspection
- Reference material to use
- Sampling Plan
- Raw material, components and semi-finished products from Key sub-suppliers

All above points shall include Acceptance Criteria and Tolerances
Result of inspections shall be documented.

2.4 Facilities

See Chapter A

2.5 Non-conformances

See Chapter B

2.6 Measuring Equipment

See Chapter C

2.7 Status of Goods

See Chapter D

2.8 Traceability

See Chapter E

➤ 3. PRODUCTION ASSURANCE

3.1 General

The IKEA Supplier shall implement a documented procedure describing process control and process Inspection.

3.2 Responsibility

The IKEA Supplier shall appoint a responsible and qualified person(s) to conduct process control and process Inspection.

➤ 3.3 Process Control

The IKEA Supplier shall, when required by IKEA, implement process control according to IKEA requirements. See ISQAP appendixes and IKEA product documentation for applicable processes.

Process Control shall be implemented before start-up of running production.

3.4 Process Inspection

The IKEA Supplier shall have a documented procedure defining the manner of production, inspection and maintenance, where the absence of such procedures would adversely affect quality.

Critical points for inspection and maintenance in the production process shall be identified by a documented risk analysis.

The IKEA Supplier shall decide upon the frequency of inspections, on product, process and equipment, to secure product quality and capability over time.

The IKEA Supplier shall define acceptance criteria including tolerances for approval.

The IKEA Supplier shall have a documented maintenance program and describe how it is implemented including schedule and spare parts supply. Results of maintenance shall be documented.

3.5 Facilities

See Chapter A

3.6 Non-conformances

See Chapter B

3.7 Measuring Equipment

See Chapter C

3.8 Status of Goods

See Chapter D

3.9 Traceability

See Chapter E



➤ 4. FINAL INSPECTION

4.1 General

The IKEA Supplier shall implement a documented procedure for Final Inspection and for Vehicle Loading Inspection.

The IKEA Supplier shall ensure that all products pass Final Inspection before delivery to IKEA.

The ready made consumer pack, multipack as well as the unitload shall be inspected. Products to be inspected shall be taken from a ready-made consumer pack (multipack if applicable).

4.2 Responsibilities

The IKEA Supplier shall appoint a responsible and qualified person(s) to conduct Final Inspection as well as Vehicle Loading Inspection.

The Final Inspection shall be carried out by an inspector who is aware of the IKEA product requirement as well as Customer Experienced Product Quality and has the authority from the top management to act on behalf of the IKEA Customer.

4.3 Final Inspection Procedure

The Final Inspection procedure shall cover inspection of IKEA product requirements as well as critical points from a customer perspective.

The inspection procedure shall be approved by IKEA.

General points in the Inspection procedure

- What to inspect and Method of inspection
- Acceptance Criteria including Tolerances
- Reference material to use
- Sampling Plan

Critical points from a Customer perspective

- Safety related issues
- Functionality
- Easy to assemble
- Visual appearance

Product Requirements

- IKEA article name and number
- Barcode
- Labels, Marking and Consumer information
- Packaging and Palletization
- Product inspection / Critical CEPQ-points
- Assembly according to IKEA assembly instruction (when applicable) where fittings and tool from the inspected package shall be used

Result of inspections shall be documented.

4.4 Vehicle and Loading Inspection

The IKEA supplier shall make inspections and ensure the following:

- Right article and Right quantity
- Correct loading, (quality of handling materials; space is filled up properly; cargo secured and goods fixation, no wet or dirty boxes)
- Vehicle condition (smell, cleanness, wetness, damages to roof/floor/walls)
- Enclosed freight documents (e.g. Consignment note, Delivery note, Certificates)

Result of inspections shall be documented.

4.5 Facilities

See Chapter A

4.6 Non-conformances

See Chapter B

4.7 Measuring Equipment

See Chapter C

4.8 Status of Goods

See Chapter D

4.9 Traceability

See Chapter E



2 ➤ 5. DOCUMENT AND SAMPLE CONTROL

5.1 General

The IKEA Supplier shall have documented procedures for the handling of documents and samples.

5.2 Responsibility

The IKEA Supplier shall appoint responsible and authorised person(s) for securing documentation and samples control.

5.3 Quality System Documentation

The quality system shall describe *What* to do, *How* to do it, *Who* is doing it, *When* it is done and, if applicable, *Where* it is done.

The quality system documentation shall have an identity, edition status, be approved and signed by authorised person at the supplier.

The IKEA Supplier shall describe how the quality system documentation is established and maintained, how copies are distributed and how obsolete documents and samples are withdrawn.

Document and sample established by the IKEA Supplier shall have a reference to IKEA original and/or approved sample.

The IKEA Supplier shall file verifying documents related to IKEA article in a proper way and for at least 2 years or according to requirement in IKEA product documentation.

5.4 IKEA Documents and Samples

The IKEA Supplier shall describe how IKEA original documents & samples are received, kept and maintained, how copies are distributed and how obsolete documents and samples are withdrawn.

Approved reference samples shall be labelled, dated and verified with authorised signature.

3 ➤ 6. QUALITY DEVELOPMENT

6.1 General

The IKEA Supplier shall implement a documented procedure to identify, act on and follow up the work with continuous improvements. The procedure shall ensure continuous improvements regarding:

- Increased satisfaction for the IKEA Customer (IKEA Customer Returns Statistics)
- Increased production efficiency
- Reduction of costs

6.2 Responsibility

The IKEA Supplier shall appoint responsible and authorised person(s) from the management to secure continuous improvements.

6.3 Continuous Improvements

The IKEA Supplier shall work with continuous improvements by implementing documented objectives and action plans decided by the Suppliers management. The action plan shall cover responsible and authorised person, decided action and timetable.

6.4 Follow up

The IKEA Suppliers management shall review and follow up objectives and action plans, at least once a year. The result of the follow up shall be documented.



A. FACILITIES

A.1 General

The IKEA Supplier shall have organised and designated areas for inspections. Inspection areas shall have proper light and be equipped with needed tools and equipment. References and inspection instructions shall be available in connection to the inspection areas.

B. NON-CONFORMANCES

B.1 General

The IKEA Supplier shall implement a written procedure for handling of non-conforming products.

B.2 Responsibility

The IKEA Supplier shall appoint responsible and authorised person(s) for making decisions regarding non-conforming products.

B.3 Non Conforming Products

The IKEA Supplier shall identify and segregate all non-conforming products in order to prevent any unintended use.

B.4 Corrective Actions

The IKEA Supplier shall document and report non-conformances to concerned departments and secure that corrective actions are taken in order to prevent a future reoccurrence.

IKEA supplier shall make a follow up of taken actions in order to verify and ensure that the corrective action has got the intended effect.

C. MEASURING EQUIPMENT

C.1 General

The IKEA Supplier shall control and calibrate Inspection, Measuring and Test equipment (IMT equipment) used to verify conformance of the product and processes to the specified requirements.

C.2 Responsibility

The IKEA Supplier shall appoint responsible and authorised person(s) for controlling and calibrating IMT equipment.

C.3 Control and Calibration

Control and calibration of IMT equipment shall cover:

- Identification of IMT
- Calibration status,
- List of IMT equipment
- Calibration schedule
- Calibration instructions
- Result of calibration

D. STATUS OF GOODS

D.1 General

The IKEA Supplier shall have an identification system to make it possible to easily determine the status of goods, meaning inspected/not inspected and approved/not approved.

E. TRACEABILITY

E.1 General

The IKEA Supplier shall, when required by IKEA, have a procedure for traceability and unique identification of individual batches of raw material or products during all stages of production.

Records shall enable traceability from production date stamp to material batch, process records and test reports, self declarations and certificates of compliance.