

## YADE-Supplier Development Award

### YADE – Supplier Development Award

The **YADE**-Supplier Development Award is given to suppliers who achieved outstanding developments and improvements of their production sites. The purpose of the award is to provide an incentive for improvement especially in the fields of production management, quality, internal logistics, environmental protection and working conditions. Participating suppliers can benefit from the public attention they can get from the publication of the award and some prize money. The award is part of the **YADE**-project which is funded by the DEG (Deutsche Investitions- und Entwicklungsgesellschaft mbH), a German governmental organization and the three German companies Bosch and Siemens home appliances group, Heidelberg printing machines and MTU Friedrichshafen, a manufacturer of large diesel engines. The KIT – Karlsruhe Institute of Technology (German university) supports the conduct of the **YADE**-Award. The evaluation of the participating companies is based on a fixed catalogue of criteria which can be seen below. Each company's status will be evaluated in an initial and a final assessment. The awards will be granted for the improvement between the two assessments (not for the final status).

### Participation

All companies participating in the **YADE**-project can apply for the **YADE**-Supplier Development Award. The companies must agree on an initial and final assessment of their production sites by an evaluation team. For every company a participation certificate is signed and issued in the beginning of the projects.

### Competition

In total five Awards will be presented in the following categories:

- **Best Comprehensive Achiever** (3 supplier awards (1 of each supporting company))
- **Best Green Achiever** (1 supplier award)
- **Best Corporation Safety & Social Responsibility Achiever** (1 supplier award)

### Nomination criteria

For the Best Comprehensive Achiever Award the criteria given in Table 1 will be evaluated. The criteria are assessed according to the weighting factors in the table. For the nomination of the Best Green Achiever only the criterion environmental protection will be regarded. The Best Corporation Safety & Social Responsibility Achiever will be nominated according to the human resources and working conditions criterion. Some more detailed information on the content of the different criteria can be found in a checklist in the appendix.

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Table 1: Nomination criteria for Best Comprehensive Achiever Award

Criteria	Weighting
General Impression	10 %
General Production Environment and Production Processes	25 %
Quality Management and Quality Assurance	25 %
Total Production Maintenance	5 %
Inventory and Stocks	5 %
Material Flow (internal & external)	10 %
Environmental Protection	10 %
Human Resources and Working Conditions	10 %

The award winners are determined by a panel of experts from the KIT and the industry partners based on the data collected during an initial and final assessment. Only the achievements and improvements between the two assessments will be considered for the award (not the final status). Due to the fact that the time period for the development is different for every company the factor time will also be considered in the evaluation.

### Award Ceremony

The Award winners will be honored in a ceremony in spring 2012 in the presence of other participating suppliers and representatives of the German companies Bosch and Siemens home appliances group, Heidelberg printing machines and MTU Friedrichshafen as well as the Karlsruhe Institute of Technology (KIT).

The winners are authorized and encouraged to use the YADE-Supplier Development Award for marketing purposes. Furthermore

- the Karlsruhe Institute of Technology will support the companies by publishing the results internationally.
- every winner will be presented a Award trophy and some prize money.
- the winners get the chance to present their success story to other suppliers.

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### Contact

For further information on the YADE-Supplier Development Award please refer to your contact person from the hosting companies or contact the Karlsruhe Institute of Technology represented by the GAMI in China.

#### **GAMI - Global Advanced Manufacturing Program**

Yuhang Development District  
Zhejiang Province, P. R. China

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### Appendix

For each of the evaluation criteria some key questions are provided in the following. Since every company is different due to its individual products, background and management approach not every point may be of same importance.

#### ➤ General Impression

- Are sufficient communication channels (i.e. contact persons, e-mail etc.) provided? Is it possible to communicate with external partners (in English)?
- Is there a good relation between the management and the staff?
- Is required information available and transparent?
- Is the management motivated to improve its work and processes (continuously)?
- Is the staff motivated to improve its work and processes (continuously)?

#### ➤ General Production Environment and Production Processes

- Are workshops kept tidy (in terms of “5S”)? Have unneeded items been removed from the work stations?
- Do the needed items have clearly identifiable locations? Are the work area and the walking area separated by lines on the ground?
- Are the equipment and the tooling in a good state?
- Is the equipment used reasonably?
- Does an adequate Visual Management exist, in order to provide the staff with important information (e.g. labeling, information boards, Andon-Boards)?
- Do work instructions exist and are they available at the relevant work stations?
- Are the employees informed about the due dates of their jobs?
- Is the production controlled? Is the equipment marked and registered in order to avoid the usage of not calibrated equipment? Does a part identification take place (e.g. by part number)? Are targets and output clear (and visualized)?
- Is the production planned accurately (e.g. in manual schedules or in an MRP system)? Is the planning followed up frequently?
- Are performance indicators used to inform the employees about performance and targets? Are they clearly displayed? Do the employees understand their contribution to the overall business performance?

Are the employees integrated in continuous improvement by the management? Does an input channel for improvement ideas exist? Are the employees able to participate in the decision making process?

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- Is there a clear, understandable workflow? Have the lead times been analyzed? Are bottlenecks identified?
- Which measures are taken to eliminate waste (overproduction, waiting, transportation, processing, inventory, motion, rework)? Is waste for example identified by process mapping? Is waste elimination part of the daily operation?
- Are all important product features assured by quality inspections? Is rework minimized by a root-cause analysis process? Do the operators conduct a self inspection at each step?
- Are existing rules and guidelines respected?

### ➤ Quality Management and Quality Assurance

- Does a quality system exist? Does it include manuals, procedures and plans? Is it certified?
- Is there a clear quality organization? Has a quality representative been appointed? Is the quality representative part of the company's management team? Does a quality department exist, which is independent from other functions?
- How far is the quality system integrated (with other management systems)? Does it involve all other functions of the company?
- Have quality measures (key performance indicators) been defined? Does the measuring take place frequently? Does it include the use of corrective and preventive actions? Do the measures include measures of customer satisfaction?
- Is the ability of the measuring equipment determined and considered for measuring tasks?
- Are tools and moulds stored systematically and tidily and are they clearly identified?
- Is the packing material suitable?
- Is the measuring equipment in a good state?
- Is an incoming inspection done?
- Is the quality checked during the production and are the tools of suitable capability?
- Is a final acceptance test done?
- Is the tooling calibration checked regularly?

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### ➤ Total Production Maintenance

- Is the equipment maintained properly? Is maintenance only corrective or preventive? In case of preventive maintenance, is it scheduled and recorded?
- Is there a maintenance workshop? Is it in good state?
- Is maintenance related data recorded completely?

### ➤ Inventory and stocks

- How are the bought-in parts inventory, the finished goods inventory and the work-in-progress inventory organized?
  - Are different kinds of stock classified (e.g. ABC)?
  - Is the material stored in pre-designated areas with clear identification?
  - Are quarantine areas clearly marked?
  - Is the storage area clean (no material laying outside footprints)?
  - Is material taken in a clear order (FIFO)?

### ➤ Material Flow (internal & external)

- Is the internal material flow clear to everybody?
- Is the internal material flow efficient?
- Are appropriate containers used everywhere?
- How are the shipping and packaging realized?
  - Does the packaging withstand possible vibration, impact, dropping or climatic changes?
  - Is the packaging recyclable or reusable?
  - If required, can barcodes be used?

### ➤ Environmental Protection

- Are the environmental policy, objectives and targets available?
- Is an Environmental Management System implemented and is it well integrated?
- Are environmental issues documented?
- Are the processes and the equipment working efficiently?
- Are wastes and defect parts disposed properly?
- Is the management completely committed to environmental protection?
- Is there a person in charge of environmental protection issues?

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### ➤ Human Resources and Working Conditions

- Does a comprehensive training and development program for employees exist?
- Is there a good general working environment?
- Is a worker complaint process available?
- Have potential hazards been well defined to the workers?
- Are potential hazards prevented properly?
- Are proper safety appliances in place and well maintained?
- Are workers trained to prevent accidents?
- Does an Occupational Health and Safety Management System exist? Are occupational accidents, diseases and incidents documented and reported? Does a safety committee with participation from the management exist?
- Is the management completely committed towards labor welfare?
- Has a Safety Responsibility Person been appointed?