

ANONYMISED FACTORY VISIT QUALIFICATION UPDATE

What changed after on-site supplier verification

01 — BEFORE THE VISIT

WHAT INFORMATION WAS AVAILABLE?

Before the factory visit, the initial supplier picture was built from:

- Company profile and public materials
- Product and manufacturing-process claims
- Certification information
- Equipment information
- Selected project references
- Supplier communication

These inputs were useful for preparing the visit, but they were not treated as completed supplier verification.

PRE-VISIT STATUS

The supplier appeared potentially relevant for technically demanding, project-based manufacturing.

Key questions remained around:

- Actual manufacturing capability
- In-house vs subcontracted processes
- Inspection capability
- Certification scope
- Production profile
- Relevant project evidence

This document is an anonymised public sample derived from a real supplier visit. It is not a factory audit or final supplier approval.

02 | WHAT THE VISIT CLARIFIED

The factory visit changed the understanding of how the supplier actually operates.

MULTI-SITE OPERATING MODEL

Different manufacturing sites appeared to serve different roles.

One site was described as more focused on mature, repeat production.

The visited site appeared more engineering-led, with stronger emphasis on NPI, process development and problem-solving.

ENGINEERING & NPI

The project flow included:

- Cross-functional project kick-off
- Engineering and process planning
- Tooling development
- First-article manufacturing
- Inspection and customer approval
- Production release

PROJECT / BATCH PROFILE

The visited site was oriented towards:

- Low-volume work
- Higher-value components
- Project-based manufacturing
- Engineering-intensive requirements

This was different from treating the supplier as a general high-volume production source.

IN-HOUSE VS SUBCONTRACTED

The visit also clarified that some special processes are subcontracted.

The relevant qualification question therefore became not only:

“Can this supplier provide the process?”

but also:

“Who performs it, how is it controlled, and who owns the result?”

03 | WHAT REMAINED SUPPLIER-STATED

A factory visit does not automatically convert every statement into verified fact.

INFORMATION STILL BASED PRIMARILY ON SUPPLIER STATEMENTS INCLUDED:

- Certain manufacturing-process capabilities
- Output and capacity examples
- Selected project experience
- Some equipment details
- Some certification information
- Process-control practices
- Traceability and record-retention practices

WHY THE DISTINCTION MATTERS

Supplier-stated information can be useful.

But it should remain clearly labelled until supported by:

- Documents
- Equipment verification
- Quality records
- Inspection evidence
- Project records
- Customer or certification evidence

SOURCING BRIDGE STATUS DISCIPLINE

SUPPLIER STATED

Information provided by the supplier.

OBSERVED

Information directly seen during the visit.

TO VERIFY

Information requiring further evidence.

INTERPRETATION

A sourcing assessment based on the available evidence.

04 | WHAT STILL REQUIRED VERIFICATION

The visit reduced uncertainty, but it did not close every qualification question.

CERTIFICATION

Verify:

- Legal entity
- Manufacturing site
- Certification scope
- Current validity
- Applicable certificate copy

EQUIPMENT & CAPABILITY

Verify:

- Exact equipment model
- Working range
- Relevant capability
- Measurement accuracy where applicable
- Maintenance and calibration status

QUALITY & INSPECTION

Verify:

- Inspection methods
- Calibration records
- Traceability practices
- Measurement approach
- Acceptance criteria

SUBCONTRACTOR CONTROL

Verify:

- Which processes are subcontracted
- How subcontractors are selected
- Incoming inspection after subcontracting
- Responsibility for non-conformance
- Traceability of subcontracted operations

PROJECT EVIDENCE

Verify:

- Similar-project records
- Relevant technical experience
- First-article evidence
- Repeat-production evidence where relevant

FACTORY VISIT COMPLETED ≠ SUPPLIER FULLY QUALIFIED

05 | PROJECT-FIT ASSESSMENT

THE QUESTION IS NOT:

“Is this a good factory?”

THE MORE USEFUL QUESTION IS:

“What kind of project is this supplier potentially suitable for?”

CURRENT ASSESSMENT

Based on the factory visit, the supplier appeared potentially better suited to:

- Technically complex components
- Low-volume or project-based manufacturing
- Higher-value parts
- Projects requiring engineering participation
- NPI and first-article development
- Manufacturing problems requiring process development

It appeared less naturally positioned as a conventional high-volume, price-driven production source.

THIS ASSESSMENT REMAINS CONDITIONAL ON:

- Verification of relevant equipment capability
- Inspection and measurement capability
- Subcontractor control
- Certification relevance
- Similar-project evidence
- Project-specific technical requirements

**SUPPLIER QUALIFICATION IS A PROJECT-FIT DECISION,
NOT A GENERAL FACTORY SCORE.**

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