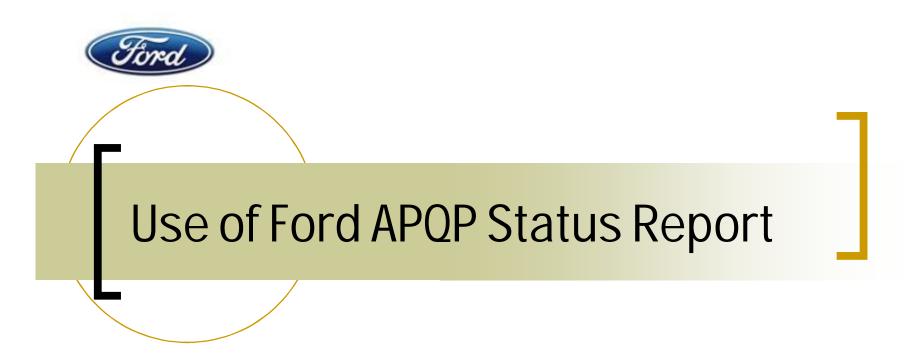


Tong Lei Supplier Technical Assistance Ford Motor Company



- APQP Overview
- Introduction to Ford APQP Status Reporting System
- How to use Ford APQP Status Reporting System
- Q&A

APQP Overview

- APQP is a structured method for guiding an organization to execute the necessary actions to ensure that the product satisfies the customers.
- APQP is a supplier-led program that is applicable for all systems, subsystems and components levels.

APQP Overview- The Goal of APQP

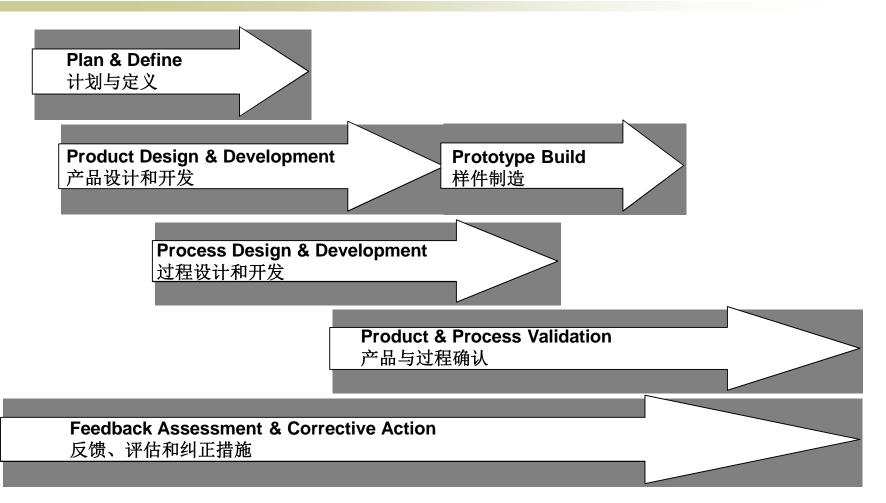
The goal of APQP is to facilitate communication between all involved personnel and disciplines in a program by completing all required steps on time, at acceptable cost and quality levels. Flawless product launch will result.

Elements of APQP (AIAG)

- 19 are from the AIAG APQP and Control Plan manual.
 - o Design FMEA
 - Design Verification Plan & Report
 - Prototype Build Control Plan
 - Manufacturing Process Flow Chart
 - Process FMEA
 - Pre-Launch Control Plan
 - Operation Process Instructions
 - Production Control Plan
 - Design & Mfg. Review(s)

- Facilities / Tools / Gauges
- o Prototype Builds
- Drawings and Specifications
- Team Feasibility Commitment
- Measurement Systems
 Evaluation
- Packaging Specifications
- Production Trial Run
- Preliminary Process Capability Study
- Production Validation Testing
- Production Part Approval (PSW)





Ford APQP Status Reporting System

- An improvement of the AIAG APQP system.
- Four additional elements
- Elements start and finish are tied to program milestones.

Purpose of APQP Status Report

Establishing:

- Common APQP expectations for internal and external suppliers to Ford Motor Company
- Common APQP process metrics
- A common program status reporting format
- Roles and responsibilities for those involved in APQP element implementation.

Ford APQP Status Reporting System

23 elements.

- 19 elements from AIAG APQP, plus
- 4 Ford unique elements. They are:
 - Sourcing Decision
 - Customer Input Requirements
 - Subcontractor APQP Status
 - Craftsmanship

Approach of Ford APQP

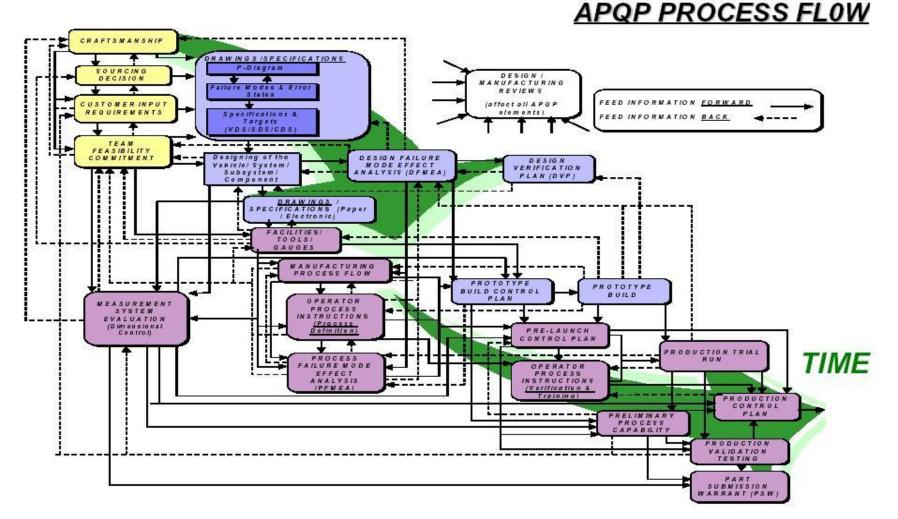
- This status reporting guideline describes 23 key APQP elements.
- Ford Motor Company expectations are defined for these key elements in definitions, and detailed checklists.
- The status for these elements is summarized using metrics described in the Reporting section.
- This status reporting guideline is written from a supplier standpoint.

The Applicability of Ford APQP

- APQP status reporting is a requirement of all internal and external suppliers to Ford
- APQP must be done for new programs/parts and major part changes as appropriate.

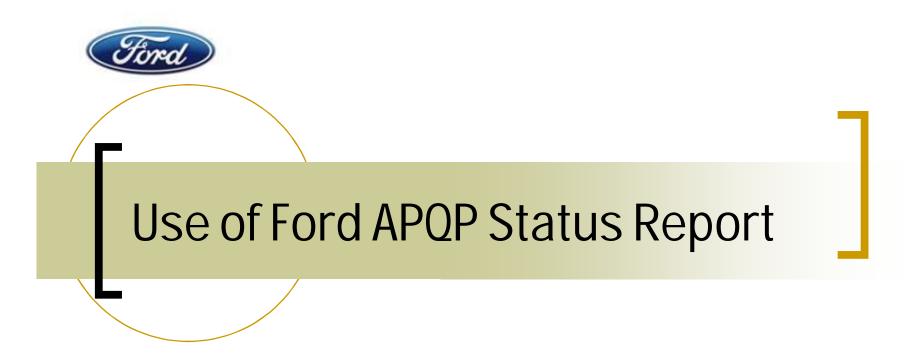


APQP Process Flow Map



The APQP Process includes 5 main functions:

- 1. Planning of the APQP elements
- 2. Execution of the APQP elements
- 3. Monitoring the "Quality-of-Event" of the execution of the elements, as well as the timing, by the team in-between milestones
- 4. Issues Resolution
- 5. Status Reporting (minimum at each milestones)



 How to use Ford APQP Status Report for Emerging Market Re-sourcing Programs. Backgrounds of APQP for Emerging Market Re-sourcing Programs --- Ford APQP v3.2

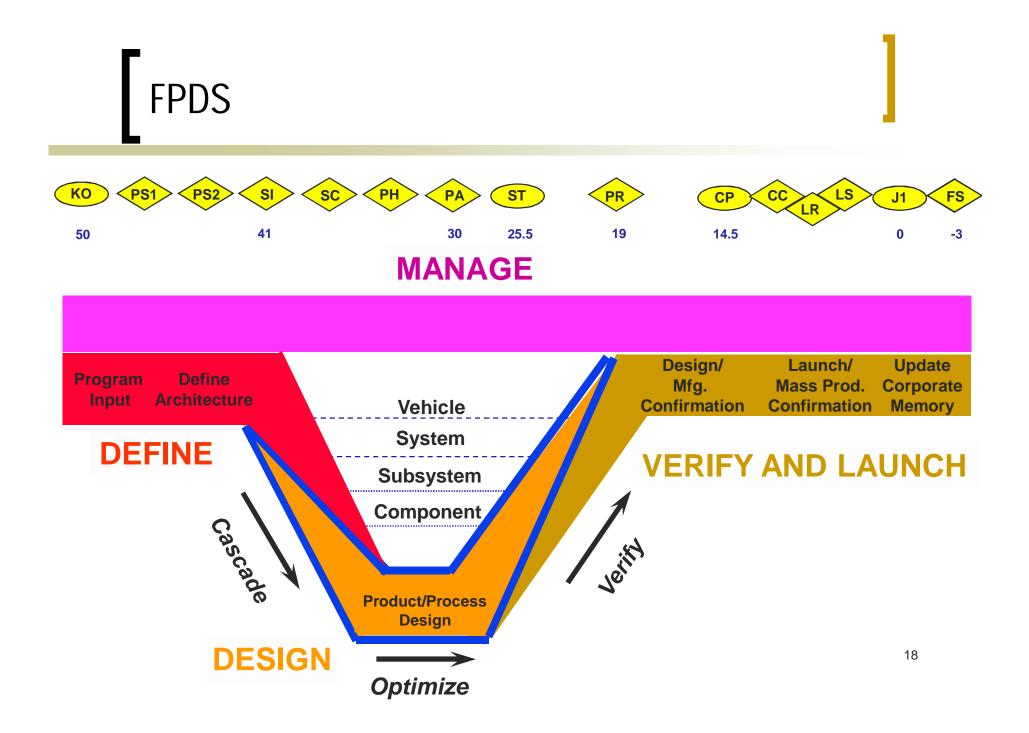
- Ford APQP Status Report v3.2 is one Excel file with 26 work sheets.
 - 2 Summary sheets
 - 1) APQP Status Report (linked)
 - 2) APQP Status Report (manual)
 - I Information sheet
 - 23 worksheets for 23 Ford APQP elements. One sheet for each element.
- Ford APQP Status Report v3.2 uses milestones from Ford FPDS – Ford Product Development System.

Backgrounds of APQP for Emerging Market Re-sourcing Programs --- Ford APQP v3.2

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Backgrounds of APQP for Emerging Market Re-sourcing Programs --- FPDS

- FPDS Ford Product Development System
 - Ford uses FPDS to Plan, Design, Develop and Launch new vehicles.
 - Championed by Ford PD.
 - Contains 15 milestones. 12 of them are used in Ford APQP Status Report v3.2.



FPDS – Definitions 15 Milestones

- <KO> Kick-Off (The beginning of program specific work)
- <PS1> Pre<SI>#1 (Mission/vision & target customers defined)
- <PS2> Pre<SI>#2 (Target ranges assessed)
- <SI> Strategic Intent (Initial program direction established)
- <SC> Strategic Confirmation (Teams confirms strategy/viability)
- <PH> Proportions & Handpoints (Vehicle proportion frozen)
- <PA> Program Approval (All targets become objectives)
- (ST) Surface Transfer (Interior/exterior surface provided)
- <PR> Product Readiness (Designs ready for CP builds)
- (CP) Confirmation Prototype (First CP vehicle available)

FPDS – Definitions 15 Milestones (cont'd)

- <CC> Change Cut-Off (Commitment to Job #1 timing)
- <LR> Launch Readiness (Engineering Sign-off complete)
- <LS> Launch Sign-Off (Ready to Launch)
- <J1> Job #1 Achieved (Start Production)
- <FS> Final Status

Backgrounds of APQP for Emerging Market Re-sourcing Programs --- EMLP

- EMLP Emerging Market Launch Plan
 - Developed to track status of Emerging Market resourcing programs within Ford.
 - Championed by Ford EMS PD.



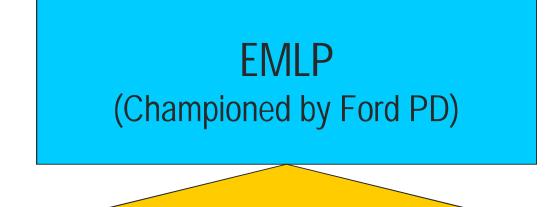
Backgrounds --- EMLP (cont'd)

EMLP – Emerging Market Launch Plan

- 7 milestones, from program approval to part arrival at Ford receiving plant.
 - GSSM+2W GSSM+2 weeks. EMLP kick-off; issue sourcing agreement.
 - PR Product Readiness. 2D drwgs/3D model/DFMEA received by supplier.
 - CP Confirmation Prototype. Prototype parts built; "DV" test started.
 - **ESO Engineering Sign Off. "DV" test completed;**
 - PSW/LS PSW/Launch Sign. PSW and functional sign-off completed.
 - SJ1 Supplier Job 1. Supplier ships out first production shipment.
 - IPD In Plant Date. Parts received at Ford plant(s).

Two Systems, One Objective → Flawless Launch!!





APQP (Championed by Supplier)

- APQP for EM Re-sourcing uses 7 EMLP milestones (for re-sourcing programs);
- APQP v3.2 uses 12 FPDS milestones (for new programs).

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1. Sourcing Decisi		-											
2. Customer Input 3. Craftsmanship	Requirements				n/a		n/a	n/a		n/a	n/a	n/a	n/a
3. Craftsmanship 4. Design FMEA					n/a	\rightarrow	Illa	∏/a		∏/a	11/a	11/a	∏/a
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- APQP for EM Re-sourcing uses 7 EMLP milestones (for re-sourcing programs); APQP v3.2 uses 12 FPDS milestones (for new programs).
- APQP for EM eliminates New Program specific requirements, which are not required for Resourcing Programs, from APQP v3.2. Maintains original APQP requirements as guideline.

APQP Element Rating Checklist 5. Design / Manufacturing Reviews

Item	Program Timing	Supplier Timing	Expectations (Resourced Programs)	< P A>	(ST)	< PR>	(CP)	< CC>	<-LR>	<ls></ls>	(J1)	< FS >	Original APQP Expectation
Item	Start Actual	Finish Actual	Expectations (Resourced Programs)	GSSM +2W	\ge	<pr></pr>	(CP)	\times	ESO	PSW <ls></ls>	SJ1	IPD	Original APQP Expectation
6.	dd/mm/yy	dd/mm/yy	Does not apply to resourced programs	Г	limir	votoc			aron				Participate in appearance and clay reviews, as appropriate.
7.	dd/mm/yy	dd/mm/yy	Ensure that the Reviews contain data reviews of documents including FMEA's, DVP&R, Government Regulations, Control Plans, etc., with an emphasis on a Quality-Of-Event for e- phase of the design and manufacturing process.					v Pro ireme	0				Ensure that the Reviews contain data reviews of documents including FMEA's, DVP&R, Government Regulations, Control Plans, etc., with an emphasis on a Quality-Of-Event for each phase of the design and manufacturing process.
8.	dd/mm/yy	dd/mm/yy	Does not apply to resourced programs										Ensure that Government Regulations (e.g. stop ships, recalls, etc.) and Campaign issues are reviewed.
9.	dd/mm/yy	dd/mm/yy	Does not apply to resourced programs									/	Ensure that Serviceability and Repairability concerns are reviewed.
10.	dd/mm/yy	dd/mm/yy	Ensure that concerns involving Material Handling, Material Planning & Logistics (MP&L), and Global Logistics concerns are reviewed during the meetings.	\bigcap	Ν	/laint	ains	origi	nal A		\sum_{n}		Ensure that concems involving Material Handling, Packaging Engineering (PE), Material Planning & Logistics (MP&L), Synchronous Material Flow (SMF), and Global Logistics concerns are reviewed during the meetings.
11.	dd/mm/yy	dd/mm/yy	Ensure that Cost concerns are reviewed.					its as					Ensure that Cost concerns are reviewed.
12.	dd/mm/yy		Ensure that issues are tracked and assignments are made to work on and resolve any open issues between reviews.			quit	Smel	no do	s yui	uciili	C		Ensure that issues are tracked and assignments are made to work on and resolve any open issues between reviews.
Other													
Overall	dd/mm/yy	dd/mm/yy	Team's Overall Rating of this Element (G/Y/R)		\bowtie			\times					

- APQP for EM Re-sourcing uses 7 EMLP milestones (for re-sourcing programs); APQP v3.2 uses 12 FPDS milestones (for new programs).
- APQP for EM eliminates New Program specific requirements, which are not required for Re-sourcing Programs, from APQP v3.2. Maintains original APQP requirements as guideline.
- Checklist includes additional EMLP unique Supplier responsible requirements for the 23 elements. (At bottom of the checklist for each element.)

APQP Element Rating Checklist <u>11. Drawings and Specifications: Design Information</u>

The Drawings & Specifications element is an evaluation of the development of Targets and Specifications as they defined to be input to the design process (e.g. VDS/SDS/CDS), and to the Drawings (including all engineering dra CAD data, material specifications and engineering specifications.)

Item	Start	Target	Program Timing	Supplier Timing	Expectations (Resourced Programs)	<u><si></si></u>	<u> <\$C></u>	< PH>	< P A>	(ST)	<pr></pr>	(CP)	< <u>C</u> C>	<lr></lr>	<ls></ls>	(J1)
Item	Start Target	Finish Target	Start Actual	Finish Actual	Expectations (Resourced Programs)	\times	\times	\times	GSSM +2W	\times	< PR >	(CP)	\times	ESO	PSW <ls></ls>	SJ1
8.	KO S I	PR PR	dd/mm/yy	dd/mm/yy	Identify reference dimensions to minimize inspection layout time.											
9.	KO SI	PR PR	dd/mm/yy	dd/mm/yy	Identify sufficient control points and datum surfaces to design functional gages and test equipment.											
10.	KO SI	PR PR	dd/mm/yy	dd/mm/yy	Ensure tolerances and part specifications are compatible with accepted manufacturing standards for gauges and equipment.											
11.	KO SI	PR PR	dd/mm/yy	dd/mm/yy	Identify any specified using known inspect Additional EMLP	unia		unnli	⊖r							
12.	KO SH	PR PR	dd/mm/yy	dd/mm/yy	MATERIAL SPECIF Identify special mater temperature, humidity					ļ						
13.	KO SI	PR PR	dd/mm/yy	dd/mm/yy	Consider material characteristic mandling, storage requirements, and affect to environment.											
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Other																
Overall	КО	PR	dd/mm/yy	dd/mm/yy	Team's Overall Rating of this Element (G/Y/R)	\ge	\times	\times		\times			\times			

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- Worksheet of "Action Plan" has been added to APQP for EM, to reduce "copies and pastes" of action plans from 23 elements to the summary sheet.

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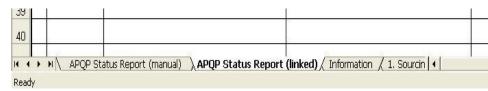
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- Worksheet of "Action Plan" has been added to APQP for EM, to reduce "copies and pastes" of action plans from 23 elements to the summary sheet.
- For forward model (new) programs, Ford APQP v3.2 should be used.

1. Complete Information Sheet

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Risk 2	Description of Risk 2				informat			Plan to ad	dress Risk 2				
Risk 3	Description of Risk 3		bot	th supp	lier and	Ford.		Plan to ad	dress Risk 3				
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 Complete Program Information on sheet of "APQP Status Report (linked)".



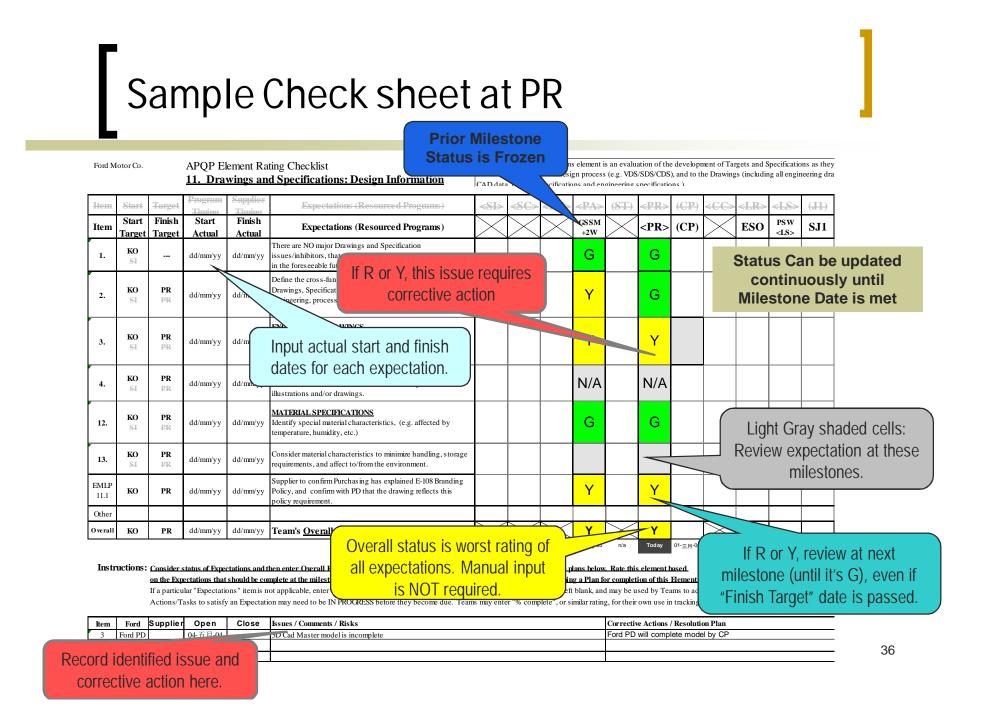
Advanced Product Quality Planning for EM Resourcing Status Report

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3. Review status of 23 elements.

Next slide uses status review of element 11, drawing and specs, at PR as an example.

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Rating and Assessment – G/Y/R Status

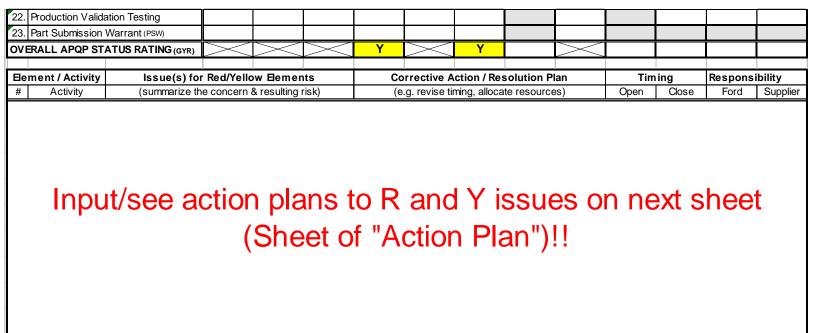
Risk	Color	Definition
High	Red	Target dates and/or deliverables are at risk. A recovery work plan is not available and/or implemented, or the work plan does not achieve program targets.
Moderate	Yellow	Target dates and/or deliverables are at risk, but a resourced recovery work plan has been developed to achieve program targets, and has been approved by the appropriate Management Team.
Low	Green	Target dates and deliverables are on track and meeting objectives.

4. Complete the summary sheet on "APQP Status Report (linked)".

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		n/a	n/a	n/a	01-一月-05	n/a	01-二月-05	01-三月-05		01-四月-05	01-五月-05	01-六月-05	01-七月-05
1. Sourcing Decisio	on				G								
2. Customer Input F					Y		G						
3. Craftsmanship					n/a		n/a	n/a	- A	uto-link	ed to the	e overal	a
4. Design FMEA					G		G						
5. Design/Manufact	turing Review (s)				Y		Y		S	tatus of	the che	cksnee	
6. Design Verificati	ion Plan & Report				Y		G			for th	nis elem	ont	
7. Subcontractor P	SW Status				G		G					CHI.	
8. Facilities, Tools &	& Gages				G		Y				ſ		
9. Prototype Build C					G		G						
10. Prototype Build(s	,				G		G						
11. Draw ings & Spe					Y		Y						
12. Team Feasibility					G		G						
13. Manufacturing P	rocess Flow chart				G		G						
14. Process FMEA					Y		Y		Overa	II status	s is wors	st rating	of
15. Measurement Sy					G		Y					0	
16. Pre-Launch Con							G		allel	ements	. Manua	i input i	S L
17. Operator Proces					G		G						
18. Packaging Speci					G		G			NOT	require	u.	
19. Production Trial I		∦			G		G						
20. Production Contr		J											L
21. Preliminary Proce		1											
22. Production Valid	*												
23. Part Submission	Warrant (PSW)												

4. Complete action plan on summary sheet.

Do not input action plans on the bottom part of "APQP Status Report (linked)".

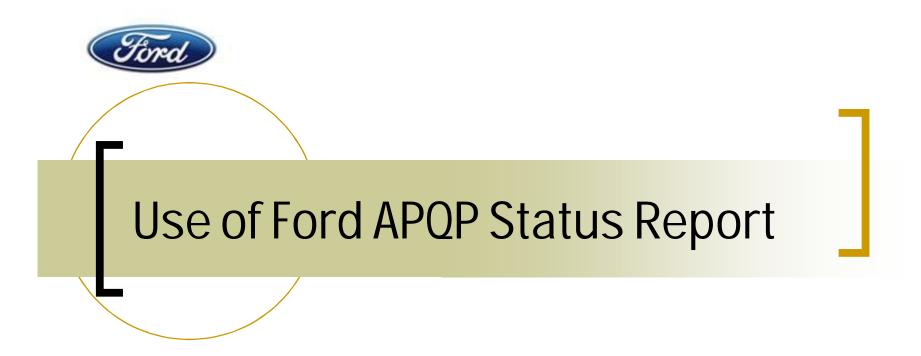


4. Complete action plan on summary sheet - continue.

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Advanced Product Quality Planning for EM Resourcing / from "APQP Status									'Status Report	
					;	Status Report - Ac	tion Plan		(linkor	l) " oboot
	1	Supplier/Org:	<u>A</u> F	BC		Program:	EN/FN	Part	(шткес	d)" sheet.
	Location: Chir Supplier Code: DDZ				Model Year: 2006 /LP/FPDS Milestone: PR	2006	Part Number:	et: XXXXXXXXXX		
			-				Notice Level:			
	Conta	act Name/Tel:	Tom/021-	23452345		Review Date:	7-20-2004	User Plant:	Lima Engine Plant	
lemen	Ite	Respo	nsibility	Tim	ing	Issues / Com	ments / Risks			
t#	m #	Ford	Supplier Open Close (R & Y issues from 23 elements)		om 23 elements)	Corrective Actions / Resolution Plan				
5	12									
8	4	 Name of	 Name of	1000000000	222		5 (5)C		2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	
11	3	Ford PD	Name of 04-五月-04 supplier lead			3D Cad Master model is incomplete.		Ford PD will complete model by CP		
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APQP Status Report

- Supplier must submit Status Report to the CSO STA every month, and two weeks before each milestone.
- STA Site Engineer verifies supplier APQP status and report-outs meet milestone timing.
- Ford Cross functional team must hold regular APQP reviews (minimum at each milestones) with Supplier to evaluate overall program health.
- Supplier must maintain evidence book for each element. Submit supporting documentation upon request.





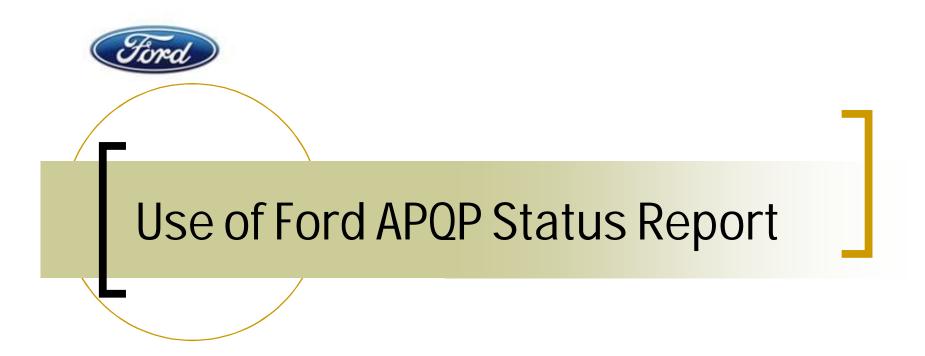
APQP Reference Information

- Obtain a copy of APQP Status Reporting System for EM from your STA.
- Download APQP Status Reporting Guideline from FSN Website at:

https://web2.qpr.ford.com/sta/APQP.html

or the Ford Intranet at (for Ford employee only): http://www.quality.ford.com/apqp/

Ford APQP Status Report v3.2 (for new programs) can also be obtained by using above links.



Thank You!