

LEELINE SOURCING FACTORY VISIT CHECKLIST

Factory Visit Guide & Question List

标准化—看厂指南&问题清单

1. Factory Visit Guide 看厂指南

The following dimensions can be used for reference when visiting the factory guide to quickly judge whether a supplier's management is standardized and qualified.

以下维度，在参观工厂指南时候可供参考，用以快速判断一家供应商管理是否规范，合格。

(1) Overall Environment 整体环境 :

- Looking around the factory environment, the goods are neatly stacked, with outsourcing protection, and no long-term exposure. 环顾工厂环境，货物堆放整齐，有外包保护，无长期暴露现象
- There are regional restrictions on materials, finished products, etc., and general personnel cannot freely enter and exit. 物料、成品等地设有区域限制，一般人员不可自由进出
- The lighting in the factory is bright enough for employees to visually distinguish product quality. 工厂室内照明明亮度足够员工目视区分产品质量
- For dangerous operating positions, there are sufficient protective measures (such as gas masks, electrostatic rings, etc.) 对于危险操作岗位，有足够的保护措施（例如防毒面罩、静电环等）

(2) Finished Product Storage 成品仓储 :

- The finished product has a specific storage area and has a clear area identification. 成品有特定储存区域，并有明显区域标识

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- The finished product has a corresponding qualified identification card, and its information includes but not limited to: production date/shift, corresponding order number, finished product specification, etc. 成品有对应合格标识卡，其信息注明包括但不限于：生产日期/班次、对应订单号、成品规格等
- Each batch of finished products has a corresponding in-out document. 每批成品的出入库有对应的出入库单据
- Finished products that pass the inspection are sorted and placed according to the variety and storage time, first in first out, without mutual confusion 检验合格的成品按品种、入库时间先后分类摆放，先进先出，无相互混乱现象
- There are temperature and humidity meters installed in appropriate positions in the finished product warehouse, and there are special personnel to monitor the temperature and humidity regularly, and there is a "Finished Warehouse Temperature and Humidity Record Table". 成品库内在适当位置有安装温、湿度表，有专人定时监控温、湿度，并有《成品仓温、湿度记录表》
- The environment in the finished product warehouse is ventilated and dry, and there is no open-air stacking, sun exposure, rain or near heat sources, and there are regular cleaning plans and records. 成品库内环境通风、干燥，无露天堆放、日晒、雨淋或者靠近热源现象，有定期清洁计划与记录

(3) Other Warehousing 其他仓储：

- Looking around the warehouse, the main passages, fire passages, etc. are not occupied; equipped with lighting, fire prevention, waterproof and anti-theft facilities. 环顾仓储，主要通道、消防通道等无被占用现象；配备照明、防火、防水、防盗设施

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- There are specific areas designated as warehouses, and there is no common phenomenon between warehouses and production workshops. 有特定区域划作仓库，仓库和生产车间无共用现象
- And there are divisions according to material attributes, such as finished product area, unqualified area, material area, etc., and there are obvious signs. 并且有按物料属性等进行分区，例如成品区、不合格区、物料区等，并有明显标识
- Whether there is a corresponding material identification card in the material warehouse, and the marked information includes but is not limited to: supplier information, serial number, specification description, status, person in charge. 物料仓内否有对应的物料标识卡，其标注的信息包括但不限于：供应商信息、编号、规格描述、状态、负责人
- Material identification is traceable. 物料标识具有可追溯性
- The material identification card cannot be easily moved or modified. 物料标识卡不能轻易移动或修改
- Implement the material first in first out principle. 实施物料先进先出原则
- The factory counts the incoming and outgoing quantities of raw materials, and implements effective monitoring and recording. 工厂对原料进出数量进行统计，并对其执行了有效监控及记录
- For hazardous chemical materials, there is a special storage site, and a special person is arranged to take care of it, and the management of entry and exit

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registration is carried out. 对于危险化学品物料有专门设置存放场地，并安排专人看管，进行进出库登记管理

- Warehouse material record management is complete: material warehousing records, inventory management records, product delivery records, warehouse entry and exit document management, etc. 仓库物料记录管理齐全：物料入库记录、库存管理记录、产品出库记录、出入库单据管理等
- The warehouse has set up & marked incoming material inspection area, incoming material qualified area, incoming material inspection and withdrawal area, which is used to temporarily store the materials imported by supplier. 仓库有设置&标识来料检验区、来料合格区、来料验退区，用来暂放供应商所进物料
- During the visit, you can learn about the safety stock, turnover stock and other data of the main materials from the factory escor. 参观时可向工厂陪同人员了解主要物料的安全库存、周转库存等数据

Pls describe 请描述:

- If you find a sluggish material area, you can pay attention to the number of items in the area and the reaso. 如有发现呆滞物料区域，可留意该区域的物品数量和原因

Pls describe 请描述:

(3) Production workshop management 生产车间管理：

① Environment & Venue 环境&场地

- The production workshop environment is clean and tidy, with sufficient lightin. 生产车间环境整洁，照明光线充足

- No harsh nois. 无刺耳噪音

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- No pungent smell. 无刺鼻味道
- The floor is free of moisture and oil stains. 地板无潮湿、油污现象
- The design of the production workshop is arranged according to the production process. 生产车间设计按照生产流程安排
- The design of the production workshop promotes the technological process and meets the production requirements. 生产车间的设计促进工艺流程和符合生产要求
- The production site is sufficient and there is room for expansion. 生产场地充足，有扩容空间
- There is enough space in the packaging area to ensure the normal operation of the packaging process. 包装区有足够空间保证包装工序的正常运行
- The factory is a site dedicated to product development. 工厂是有专门进行产品开发的场地

② Equipment 设备

- There are enough equipment and machines to produce materials/goods. 有足够的设备机器生产物料/货物
- Equipment and machines have maintenance records and are updated in time. 设备机器有维护记录，并及时更新

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- There is no dust or foreign matter on the top, top and body of the equipment. 设备机器的上部、顶部以及机身无沾有灰尘或异物
- The transmission parts of the machine, electrical facilities, power tools, workbenches, etc. have firm and complete protective equipment; there are corresponding, obvious and clear warning signs. 机器的传动部位、电器设施、电动工具、工作台等有牢固、齐全的防护设备；有相应的、明显的、清楚的警示标志
- The main production tools, parts and equipment are properly stored in a clean and orderly manner, and are placed on marked shelves, and the storage racks are appropriately marked. 主要的生产工具、零部件和设备得到了适当清洁有序的存放，并且放在有标识的架子上，存放架有适当标识

③ Production process control 生产过程控制

- Each equipment machine/post is accompanied by production operation instructions and technological process. 每台设备机器/岗位旁附有生产作业指导书、工艺流程
- After the specified time, confirm again whether the status of the tools, molds and fixtures conforms to the production specifications. 在规定时间内再次确认工具、模具、夹具状态是否符合生产规范
- Next to the production line, there is an announcement of the production scheduling order on the day. 产线旁有当日排产订单排产公示
- There is a production notice for the production order of the day next to the production line, the details of which include but are not limited to: order information (appearance, function, configuration, etc.), material BOM,

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packaging requirements, etc.. 产线旁有当日生产订单的生产通知单，其细节包括但不限于：订单信息（外观、功能、配置等）、物料 BOM 表、包装要求等

- There is a qualified first product display next to the cable and indicate specific precautions. 拉线旁有合格首样产品展示并注明具体注意事项
- The factory provides workers with enough qualified samples, first-piece samples, and reference samples as reference. 工厂向工人提供足够的合格样品、首件样品、参照样品作为参照
- There are specific first inspection, line inspection and tailpiece inspection standards and procedures. 有具体的首检、线检和尾件检查标准和流程
- 100% functional inspection of the final product (such as power-on test, packaging inspection) 最终产品实施 100%功能性检查（例如通电测试、包装检查）
- There is work instructions to ensure product packaging is correct. 有工作指引以确保产品包装是正确的
- There is a special red waste box/defective product box. 有专门的废品箱/不良品箱（红色）
- Factory use information systems to record production data. 有使用信息系统记录生产数据

④ Personnel Training & Operational Status 人员培训/操作状态

- The production line personnel are equipped according to standard operations, and there are no redundant personnel. 生产线人员按标准作业配备，无多余人员

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- Are production activities mainly completed by senior workers or ordinary workers?
生产活动主要以资深工人完成，还是普通工人完成
- The proportion of temporary workers in the production line, please describe 产线临时工的占比，请描述
- The clothing and appearance of the production line employees meet the production requirements. 产线员工衣着、仪容符合生产作业要求
- Employees in specific positions have corresponding training (such as colorimetry, first inspection of positions) 特定岗位的员工有相应培训（例如比色，首样检查岗位）
- Employees in specific positions are equipped with protective equipment suitable for their work. 特定岗位的员工配备了与其工作相适应的防护装备
- The staff operation process is carried out according to the production operation instructions. 员工操作过程按生产作业指导书进行
- Employees do not stop work for a long time. 员工无长时间作业停止现象
- Employees operate effortlessly, such as: too much movement, too much walking, too much bending, too much turnin. 员工无费力操作，例如：动作过大、步行多、弯腰过大、转身过大
- Employees have no repetitive and unnecessary operations. 员工无重复、不必要操作

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Employees are not looking for phenomenon, unskilled operation. 员工无寻找现象、不熟练操作

Employees do not repeat work in the same order. 员工无使用同一顺序反复进行作业

⑤ Others 其他：

The cycle, quantity, and mold production capacity of developing molds, please describe. 开发模具的周期、数量、模具生产能力，请描述

Pls describe：

The degree of automation of the production line, please describe. 产线的自动化程度，请描述

Pls describe：

Whether the key process is self-made or outsourced. 关键工序是自制还是外发，请描述

Pls describe：

Quality inspection (incoming materials, production) 质检（来料、生产）

① Document/SOP 文件/SOP 类

There are specific incoming inspection standards and procedures. 有具体的来料检验标准和流程

There is a specific incoming inspection exception handling process. 有具体的来料检验异常处理流程

There are specific control standards and procedures for defective products and

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substandard products. 有具体的不良品、不合格品控制标准与流程

- There are specific supplier management control procedures. 有具体的供应商管理控制程序
- Specific finished product inspection standards, processes and records. 有具体的成品检验标准、流程、记录
- The shipment inspection report is well preserved. 出货检验报告保存完善

② Specific Measure 具体措施

- There is enough equipment for incoming material and finished product inspection 具备足够的设备进行来料、成品检验
- Regular maintenance/calibration frequency and records of quality inspection/experimental instruments. 质检/实验仪器的有定期维护保养/校准频率以及记录
- Put the production process, operation instructions, quality standards and other guidance documents on the wall. 将生产工艺流程、作业指导书、品质标准等指导文件上墙
- Identify key processes and formulate specific inspection standards or requirements for them. 识别关键工序并对其制定具体检验标准或要求
- Production process control: There are procedures for first-piece inspection, tour inspection, and final inspection of products, and all kinds of inspection records in the process are effectively kept and properly kept. 生产过程控制：有产品首件检验、

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巡回检验、最终检验程序，切实做好过程中各种检验记录并妥善保存

- Test the special parts or specific indicators in production one by one. 对生产中的特殊零件或特定指标进行逐一检测
- Formulate the self-inspection and mutual inspection process of the upper and lower material processes. 制定上下来料工序的自检和互检流程
- There is a final inspection of the process transfer, and the quality of the product is confirmed again before the product flows to the next process to prevent the outflow of unqualified products. 有制程转序终检，产品流向下一道工序前再次进行品质确认，防止不合格产品流出
- Handling of abnormal quality, tracking of corrective and preventive measures, and confirmation of effects. 有品质异常的处理，纠正、预防措施的跟踪，效果的确认

Overall Evaluation 整体评价：

Notice 注意：

- 1 . Please pay attention to whether there are data, pictures and standard support when looking at the factory documents, especially the quality inspection, instead of descriptive language 请注意看工厂文件时候，特别是质检方面，是否有数据、图片和标准支撑，而不是带着描述性的语言
- 2 . Randomly select a customer to check all factory documents in the whole chain from

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ordering to delivery, and it can be seen whether the factory has implemented the documents seriously 随机抽取某一客户从下单到出货全链条上的所有工厂文件检查，更能看出工厂是否有按文件认真执行

Question List

问题清单

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The following questions are used to provide ideas for initial communication with suppliers, so as to achieve a deeper understanding and good communication effect.

以下问题话术，为与供应商沟通初始提供思路，达到更深入的了解和良好的沟通效果

General 一般性：

- a. Compared with your peers, what is your company's core competitiveness or differentiation? 与同行相比，贵司的核心竞争力或差异性是什么？
- b. Where is the main market for your products? How well-known is the cooperative customer? 贵司的产品主要市场在哪个地方？合作客户的知名度如何
- c. Does your company have cooperative customers in our main market? 贵司在我们的主要市场上有合作客户吗？
- d. Compared with other products of the same type, what are the advantages of your company's products? 与同类型的产品相比，贵司的产品有什么突出的地方吗？
- e. Where does the industry's demand mainly come from? 行业的需求主要源自哪里？
- f. What is the main focus of the demand owner? 需求主主要看中的是哪方面？
- g. What are the attributes of the customer group? 客户群体是什么属性？
- h. What stage of development is the XX industry currently in? XX 行业目前处于何种发展阶段？
- i. Where is the threshold of the XX industry mainly reflected? XX 行业的门槛主要体现在哪里？
- j. What positioning is your company currently using? 贵司目前采用的是什么定位？
- k. Who are your important partners? 贵司的重要合作伙伴有哪些？
- l. What are the core resources of your company? 贵司的核心资源是哪些？
- m. What are the key businesses of your company? 贵司的关键业务是哪些？
- n. What is the cost structure of your company? How to control costs? 贵司的成本结

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构是什么样的？是如何控制成本的呢？

- o. What is the development history of your company? What are the current development steps? 贵司的发展历史是怎么样？目前的发展步骤是什么？
- p. What additional value can your company provide to customers? Mainly reflected in what aspects? 贵司能够提供给客户的附加价值有哪些？主要体现在哪方面？
- q. Do you have experience in cooperation with the client's industry? 是否具有与客户行业相关的合作经验？

Management Analysis:经营分析：

- a. What is your current market share/change rate of market share/sales growth rate? 贵司目前的市场占有率/市占变动率/销售增速？
- b. What is the social value of your company? Mainly reflected in what aspects? 贵司的社会价值是怎么样？主要体现在哪方面？
- c. What is the general level of profitability of your company? Specific indicators include but are not limited to: gross profit margin, net profit margin, cost and expense, and profit margin. 贵司的盈利能力大致是什么水平？具体指标包括但不限于：毛利率、净利率、成本费用情况、边际利润率
- d. What is the capital expenditure situation of your company? 贵司的资本支出情况是怎么样？
- e. How is your company's leadership team structured? 贵司的领导团队是如何构成的？

Incoming Material:来料上：

- a. Are the core components of XX products self-made or purchased? How to control their quality? XX产品的核心零部件，是自制还是外购的？是如何把控它们的质量呢？
- b. How long does it take to prepare core components? Are there alternative

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suppliers of core components? 核心零部件的备料时长是多久？有替代的核心零部件供应商吗？

- c. What is the approximate amount of safety stock and turnover stock for core components? 核心零部件的安全库存和周转库存大约是多少数量呢？
- d. How are the inspection standards and procedures for incoming materials carried out? 来料的检验标准和流程是怎样进行的？
- e. If the incoming material is abnormal, how to deal with it? 如果出现来料异常，是怎么处理的呢？
- f. How to deal with unqualified raw materials? 不合格原料是如何处理的？
- g. For batch shipments, how does your company maintain the consistency of incoming materials? 对于分批出货，贵司如何保持来料的一致性呢？
- h. Will you provide incoming inspection reports to customers? 是否会给客户提供来料检验报告呢？
- i. For new suppliers, what kind of review process do they need to go through before they can become cooperative suppliers? 对于新供应商，需要经过怎样的评审流程才可成为合作供应商？

Production 生产上：

- a. What is the production process and main process of XX products? XX 产品的生产流程和主要工序是怎样的？
- b. For XX products, how long is the delivery time under normal circumstances? How many quantities can be produced in a month? 对于 XX 产品，一般情况下货期是多长？一个月可以量产多少数量？
- c. What is the defective rate of bulk goods? What are the main manifestations of the non-performing rate? What is the main reason? What are the judging criteria? What is the impact on the next process? 大货的不良率是多少呢？不良率主要是哪些

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- 表现？有什么主要原因引起？有什么判断标准？对下道工序有什么影响？
- d. How does your company's delivery time compare with your peers? If it is a special product, how long is the customization time? 贵司的交期与同行相比是怎样？如果是特殊产品，定制时长是多久？
 - e. What is your company's product development model? What are its advantages and disadvantages? 贵司的产品研发模式是怎么样？其优劣势分别是怎样的？
 - f. How does your company guarantee the stability of products with longer warranty period? Is there any experiment or data to support it? 对于质保时间要求较长的产品，贵司是如何保证产品的稳定性？有什么实验或者数据支撑吗？
 - g. What aspects do your company's customer complaints generally focus on? How was it resolved? 贵司的客诉一般集中在哪些方面？是如何解决的？
 - h. Have there been any major quality problems with XX products? How was it resolved? XX 产品有出现过重大质量问题吗？是如何解决的？
 - i. Are the production activities of your company mainly completed by masters or ordinary workers? 贵司的生产活动，主要由老师傅完成，还是普通工人完成？
 - j. What is the frequency of inspection and maintenance of the mold? 模具的检查和维护频率是怎么样？
 - k. How long does it generally take to develop a new mold? 开发一套新模具一般需要多长时间？
 - l. How long is the life cycle of the mold? 模具的生命周期是多久？
 - m. How to ensure the consistency of design and production? 如何保证设计与生产的一致性？
 - n. What is the process and frequency of bulk cargo line inspection? What are the inspection dimensions in general? 大货线检的流程和频率是怎样的？一般有什么检查维度？

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- o. How to explain that the factory has sufficient capacity? 如何阐述工厂有足够的产能?
- p. For mass production ramp-up, how is it planned? What measures are there? 对于量产爬坡，是如何计划的？有什么举措？
- q. How to protect the client's design from plagiarism? 如何保护客户的设计不被抄袭？
- r. 18. Are there prenatal sessions? Who are the general participating members? what is the main topic? 是否有产前会议？一般参与成员是谁？主要议题是什么
- s. Are you willing to open bom to customers? 是否愿意对客户 open bom 表？