

Appendix 1 Framework for evaluating product development/innovation capability

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Below framework shall be used when evaluating the product development/innovation capability of a supplier. The supplier shall be scored (from 1-4) on each topic, the result shall be typed into the Supplier Classification Tool. When performing the evaluation, it is strongly recommended to write down the motivation and reason to the score of a supplier on the different topics.

Score Topic	1	2	3	4
Innovation capability	Low competence in new material and techniques, low possibilities to work with combination of materials, or sub-suppliers.	Supplier have a limited contribution in projects where IKEA define the material and technique choices, can collaborate with sub-suppliers on finding new combinations	Suppliers have a good network of partners and sub-suppliers with contributing competences, and is well updated on trends on material and technique markets.	Supplier have full competence in using new materials and new technique, can together with other suppliers and specialists proactively create solutions and products with combinations of materials. Have complete transparency, and openness in regards to IP (patents).
Vitality	No range outside IKEA development	Supplier have a limited range of products that on request could support IKEA's vitality calendar.	Supplier have good understanding for IKEA's vitality calendar, and is proactively suggesting suitable range.	Supplier have a full understanding of IKEA vitality need, and proactively offer a wide range of finished products ready to sell and deliver.
Develop on factory floor	Ability to start up new product, developed by another supplier	Limited competence to translate production capabilities into product requirements. Mainly contributes to one parameter of democratic design	Good ability to contribute in DFP, by translating production needs to product requirements. Contribute to optimize quality, cost and form or sustainability	Full ability to iteratively contribute in the pd process with pro-active ideas, on production techniques and material choices. Analytical capabilities to scale up production to global sourcing Contribute in all aspects of democratic design.
Samples and tests	Low possibilities to create samples	Possibilities to create hand made samples, do some in-house testing	Good ability to create samples for final testing. Good ability to do final testing acc to IKEA requirements	Full capability to create samples, in real production machines. Full ability to do part testing, and full scale testing according to IKEA's requirements. Access to pattern shop incl resources
Tools and Documentation	Supplier have low ability to support IKEA with documentation, and using few of the tools in IKEA pd toolbox.	Have limited ability to make drawings in a format that IKEA's can use. Competence to use the most common development tools, FMEA, SWOT , etc	Supplier have good capability to deliver most of the documentation, but is not integrated in IKEA systems. Supplier have good understanding and can contribute in most development tools	Supplier have full capability to deliver product documentation through IKEA systems. Supplier has full competence on working methods and DFP related tools, defined by IKEA