

**A set of cooperative, trust-based relationships deployed by the enterprise to suppliers, strategic partners, and society to ensure competitiveness.**

The continual process of building long term, cooperative relationships with external stakeholders of the organization, including government and local communities, but especially suppliers.

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> <li>▪ Unqualified suppliers are numerous</li> <li>▪ Price determines purchase inputs</li> <li>▪ All designs to suppliers are from company</li> <li>▪ Leadership and support not provided for supplier development</li> <li>▪ Supplier feedback limited to information on supplier costs</li> <li>▪ Short-term contracts and arms-length dealings define supplier relationships</li> <li>▪ Low awareness of environmental impact of products and processes; occasional infringement of environmental regulations</li> <li>▪ Little awareness of company's role in the communities where its products are manufactured and where it sells products and services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management begins to monitor supplier performance, identifies problem suppliers</li> <li>▪ Self-certification encouraged</li> <li>▪ Supplier QCD feedback solicited on new designs before finalization</li> <li>▪ Technical support is given on request for any subcontracted component, material, or service</li> <li>▪ Long-term contracts are offered to best suppliers</li> <li>▪ Company begins to study its impact on the environment and initiates programs to improve the environment with appropriate technology and equipment improvement activities</li> <li>▪ Community improvement programs initiated (e.g., improving product safety, cooperating in local education for future workers);</li> </ul>	<ul style="list-style-type: none"> <li>▪ A company certification program helps reduce the number of suppliers</li> <li>▪ Certified suppliers offered long-term contracts based on quality, cost, delivery, and potential for improvement</li> <li>▪ Industrial engineering support provided on each supplier line</li> <li>▪ Suppliers more closely involved in design of new product development</li> <li>▪ Companywide programs for improving environmental conditions established; compliance with regulations is substantially improved</li> <li>▪ Companywide programs for promoting employee and community welfare; communications improved to reduce disconnects between company and community agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long-term partnerships are formed with suppliers demonstrating ability to improve</li> <li>▪ The company invests in the quality of its suppliers by providing concrete quality guidance and assistance</li> <li>▪ Leadership and support provided to bring partners to world class status</li> <li>▪ Supply partners are actively involved in product development from the earliest early stages</li> <li>▪ Full compliance with environmental regulations in each market</li> <li>▪ Company perceived as an important player in community affairs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long-term partnerships are strengthened</li> <li>▪ Suppliers sustaining a record of continuous improvement and high quality are treated as partners</li> <li>▪ Sustained leadership and support for supplier development</li> <li>▪ Supply partners are integral members of product development teams</li> <li>▪ Provides leadership in environmental affairs; useful to government as information source for solving environmental problems</li> <li>▪ Company provides leadership in public affairs; local government values company as a resource in solving community problems</li> </ul>