



## **RESPONSIBILITY AND AUTHORITY**

System Edstrom Bilinredningar AB has developed and documented an organization with defined responsibilities and means of communications. Responsibility and authority are clearly spelled out in job descriptions.

## **RESOURCES AND PERSONNEL**

### **VERIFICATION**

Necessary resources regarding personnel, skill and equipment are determined and documented to meet the company standard.

Every manager is responsible within his area for personnel, skill and equipment to meet the standard set forth in the quality handbook. Revisions of the quality system, processes and products are made by personnel reporting to the manager of quality control according to the instructions in the quality handbook.

### **THE REPRESENTATIVE OF THE CORPORATION**

The president of the corporation has the total responsibility of the corporation and has the responsibility for the understanding, implementation and upkeep of the quality control system.

### **QUALITY COORDINATION**

The company has employed a person as quality coordinator.

The tasks of the quality coordinator is to coordinate and assist all departments in the maintenance of quality as well as being responsible for the corporation's quality control documentation.

### **CHAIN OF COMMAND**

In order to follow up on the effectiveness and utilization of the quality assurance system, the quality coordinator reports to Corporate Management the results from internal and external revisions on a regular bases. To make sure of the effectiveness and usefulness of the report, a formal protocol is followed. The quality coordinator appoints somebody to be responsible for the revisions. The revisions are reported by the quality coordinator to the corporate management team.

## **QUALITY COMMITTEE**

Quality is of utmost importance to System Edstrom Bilinredningar AB. Therefore, the president of the company has created a committee for quality control within the company. The committee of the quality control consist of:

Lars Hällsten	MD
Inger Wigren	Finance
Arnold Kraus	Export manager
Per Gustavsson	Market manager
Ulf Neumann	Sales manager, Sweden
Magnus Dahlberg	Quality coordinator
Tommy Ivarsson	IT manager
Roland Sällman	(Infra Bilinredning AB)
Anette Olsson	Order manager

Chairman Lars Hallsten  
Secretary Inger Wigren

### **Tasks**

Work with strategic questions in regards to areas of quality control. Set quality policies and inform everyone within the organization. Determine quality goals and formulate plans how to reach them. Prepare long term plans for quality work and make sure that necessary resources are available to reach these plans.

Follow up on the quality system and make sure that it follows the suitability and effectiveness in accordance with the standard in SS-EN ISO 9001.

- Prioritize the quality problems.
- Point out possible reasons for the prioritized quality problems.
- Initiate fault analyses and other examinations.
- Make a decision regarding implementation of the suggested procedures.

### **Working forms**

The quality control committee is called to order by the The president of the corporation. The committee meets quarterly.

## QUALITY SYSTEM

A documented quality system must be kept up to date. The market and the product development will always put demands on renewal of the quality system. It must always cover the present need. Therefore, the company develops, decides, documents, implements and maintains a quality system to attain the quality goals and policy of the company. The direct guidance is done by manuals, instructions etc. and the efficiency is checked by the corporate management.

At System Edstrom Bilinredningar AB

The quality control documents are revised and adjusted when changes and developments are necessary. Implementation of routines and instructions are facilitated by education. Experiences are collected and analyzed in order to guarantee continued effectiveness of the system. The quality system covers every activity and guarantees that in view of marketing, sales and development it is performed in a planned and set way that assures quality both in regard to products and services.

System Edstrom Bilinredningar AB has developed and is maintaining a documented quality system. The quality system contains the following:

- Quality hand-book
- Routine hand-book (Administrative routines and/or instructions) for every branch of activity in the company.
- Internal information Edstrom product catalogues, parts-lists.
- External quality hand-book (presents the company's quality system for parties involved such as customers, suppliers and government agencies), this text.

## CONTRACT EXAMINATION

It's everybody's responsibility to examine that products, services and skill correspond with established demands to get the correct quality of our products and services in accordance with the business plan. With high standards of quality, we want to insure a loyal and lasting partnership with our present and future customers. Systematic control of any and all documents are necessary to insure that what has been promised will be delivered and that it in fact is possible to deliver. (Contract documents are e.g. offer, proposal, order acknowledgement or contract for all future transactions). A renewed checking after signing documents assures that even changes and additions are considered.

Attention! Even oral contracts are binding and should immediately be followed up by written agreements.

At System Edstrom Bilinredningar AB

Management has established an effective co-operation between the customers and the company's customer-relation personnel. We communicate with our customers both to inform them and to listen to them. Agreements are examined according to set procedures.

Agreements are examined both before and after signing the documents.

The examination of documents are complemented with e.g. reservations and explanations if needed.

All formal transactions are documented in order to continue a good working relationship with the customers.

All changes in contracts and agreements are made according to set procedures.

Monitoring of customer satisfaction is done on a continuing bases.

All documentation regarding offer, agreement and contract etc are saved according to "How to handle documents".

## THE INTERACTION OF PROCESSES

What the customer buys from the company is often, at time of delivery, a product of a cross-functional process e.g. the personnel from the different departments (lines) within the corporation have done their shares in order to satisfy the customers need.

In a company that is only organized in a vertical structure, the risk is that the department's interest takes president over the interest of the process. The risk is that the whole picture is lost in favour of short term goals and problem solving.

The management at System Edstrom Bilinredning AB has defined several cross-functional procedures. These are named main procedures (e.g. mounting and delivery). To each main process, there are several sub-processes connected (e.g. credit/finance). Every main process is mapped by a process-group consisting of 5-10 employees from all the departments involved.

Reason for process mapping

Mapping all activities in the process in order to describe the present condition.

Identify areas of improvement

See the whole picture

Determine measurable improvements

Clarify responsibility

Create a base for continuous improvements

## IMPROVEMENT PROJECTS

The areas of improvements identified are then tackled by the project employees best suited for the tasks. The project group is chosen by the procedure group, the quality committee or by the regular member of the quality committee.

The tasks consist of:

- Fault analyzes and other examinations
- Determining the cause of the fault
- Possible solutions
- Reporting to the quality coordinator

## QUALITY POLICY

The management of System Edstrom Bilinredning AB has decided and documented the company policy, goal and procedures regarding quality control. It is the responsibility of the company management to insure that the implementation of the quality control policy is understood and adhered to by all employees.

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All employees at the company shall, at every contact with our internal and external customers, strive to meet or surpass their needs within the company business.

This we can achieve by making sure that all our employees know our customers and carefully inquire and feel responsible for the customer needs and wishes. We should always strive to deliver flawless products, in the right quantities, at an agreed upon price in the time frame required.

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The road to achieve this is:

- For our personnel to know our internal and external customers.
- Listen to the customers needs
- Be responsive to customers needs
- Follow company procedures
- Develop mutual trust within the company
- Develop skills
- Integrate a quality control system in the activities

This way, the customers are guaranteed that the products and services are delivered according to specification and contracts. To do things right from the beginning and timely delivery should be the norm for all work performed within the company. The corporate management and the production leaders have the final responsibility to insure that the quality policy is adhered to and should support all initiatives to improve products and reach quality goals.

Furthermore, the corporate management has the final responsibility to insure that: The personnel has the correct information and skill/education to properly perform their task to the highest quality. Good relations exist between the company, the employees and their surrounding.

A well functioning co-operation exist between the company's sub-suppliers to make sure of good quality and timely delivery.

### **OUR SUPPLIERS**

The company's sub-suppliers are an important part in our chain of quality where the customer is the last link. Therefore, we see our suppliers as working partners and we should together have the same final goal: Our customers should receive the very best quality. The suppliers are chosen based on their ability to meet set requirements, namely: delivery capability, quality and price.

A list of approved suppliers are made by the quality function, which in co-operation with the purchase departments are involved in the selection of suppliers.

#### Evaluation of suppliers

Receiving departments study and make evaluations of the quantity and the quality of the deliveries. Deviations to the standard are reported to the quality coordinator. He in turn informs the Quality committee if a classification change in the register of suppliers is needed.

#### Approved suppliers

Before an order is submitted to a supplier, the purchase department must have documented proof that the supplier has formally been approved by System Edstrom Bilinredningar AB AB. The supplier must meet the set standard for the particular product or service.

#### Approval of a supplier is based upon:

Previous track record of capability and delivery performance of similar product or service. The result of the supplier evaluation, if no previous track record exists.

Under certain conditions it's necessary for the personnel of System Edstrom Bilinredningar AB to inspect the quality system of the suppliers (with a personal visit). This is mostly necessary in purchasing of "lego-manufactured" modular interior details.

### **EDUCATION**

To achieve success in our company, we must always be aware of changes in the marketplace. Therefore, the development and education of the employees must go hand in hand with the technological advances and the strategic plan of the company. The goal of the company is to develop strategic skills to reach a lasting competitive edge.

### **GOAL**

We are striving to reach a balance between the company's need of skilled employees and the employees willingness and motivation to develop their skills and knowledge. This goal will be reached through an employee development plan that combines education and skill standards allowing the employees flexibility to choose their own personal and professional development. This enhances the possibilities of the employees to seek alternative advancements within the company.

### **PROCEDURES**

Every manager is responsible for his/her employees, their qualification to do the work required and for their future education. Selection is made based upon agreement between the manager and co-workers that the employee has the qualifications described in the job description. Every manager has a conference with his personnel at least once a year. In this meeting the daily work situation and development needs are discussed, among other things. The educational need is reported to the quality manager, who creates the company educational plan. This is documented and is readily available for manager, co-workers and personnel. When the education is completed, it is reported to the quality coordinator for registration in the education register. The next level manager makes sure that the manager below him has the required conference with his co-workers.

## **CONTROL AND TESTING**

Even if the ground rule states that the person performing a task is responsible, there is a certain need to have controls and tests in place to insure that the quality is kept up to standards.

At System Edstrom Bilinredningar AB:  
Needed controls and methods of measurements are identified.

Products are compared against set standards and suitable modifications are made if tolerance-precision and/or customer demands are not met.

Quality related control-, measure- and test equipment are identified and marked, and included in a calibration or control system. There are calibration/control instructions and the results are documented from the regular activities.

The calibration/control equipment is marked with its status.

Earlier designs are analyzed for consequences when a defected measuring tool is found in a calibration/control.

The personnel that run the equipment are educated and trained for the task.

The calibration is done against norms set by internationally accepted norms.

Acceptance of incoming supplies are checked up and controlled in regards to:

- Correct receiver
- Correct items
- Correct quantity
- Correct packaging
- Any shipping damages
- Control certification

The purchasing agreement is the base for checking the shipment. Possible deviations are reported to the responsible buyer for corrective measures.

## **CONTINUED QUALITY CONTROL**

Internal quality audit shall be performed periodically to verify the suitability and effectiveness of the quality control system. Our actual parts and service performance is compared to the documented procedures in our quality system.

Internal quality audits shall be performed

by skilled personnel aware of their responsibility to find solutions to improve company performance. The audits should be planned, performed and documented in accordance with set procedures. The audit report should be documented and given to the corporate quality committee. The responsible manager for the audited area should make sure that the necessary and suitable corrective measures are taken.

Measures that were suggested at previous audits should be evaluated after correction has been taken as to its performance and effectiveness.

At System Edstrom Bilinredningar AB  
The quality system is audited in accordance to documented rules.

The quality auditor has no operational responsibility for the activities being audited.

The result of the audit is reported to the responsible manager and to the committee of quality control.

The corrective measures taken based on the audit report and the consequences are evaluated.

The Quality auditors have the required education for their work.

The management also makes sure that the work of the quality functions is audited.

## **FINAL WORDS**

This document has been created to convey how we at System Edstrom Bilinredningar AB group look at quality work. There is no doubt that organized quality control work is a must for long term survival within most industries.

We encourage both customers, co-workers and suppliers to let us know, in person or in writing, of any suggestions you may have to better live up to our goal:  
System Edstrom shall be synonymous with HIGHEST QUALITY.