

MMOG/LE

Materials Management Operations Guideline/Logistics Evaluation

July 2009

Agenda



- Why MMOG/LE?
- What is MMOG/LE?
- Completing the Self-Assessment
- Who is Requiring MMOG/LE?
- MMOG/LE Key Criteria
- AIAG/Odette MMOG/LE Benefits Survey
- Customer Success Stories
- Supporting Training and Documents Available

Why MMOG/LE?

Improving Supply Chain Delivery Performance

- Gain control of processes
 - Reduce line stoppages, inventory carrying costs, premium freight, rework, lead times
- Gain control of supply chain
 - Increase inventory visibility
 - Reduce supply chain risk
- Support continuous improvement
- Increase customer satisfaction
- Increase competitiveness

MMOG/LE Outside the Automotive Industry

- Other non-automotive industries
 - Hospitals
 - Construction
 - Aerospace
 - Chemical
 - Electronics
 - Industrial
 - Retail
- Universities

What is MMOG/LE?

Principles of Global MMOG/LE

- Recommended standard for materials and logistics
- Self-assessment tool for identifying gaps in processes
- Based on agreed business processes
 - By OEMs and suppliers
 - Ford, Chrysler, PSA, Renault, Volvo Car, Volvo Truck, Bosch, Johnson Controls, etc.
- Based on extensive, best practices
 - 6 chapters
 - 206 criteria
- Determine current level of plant performance

Scoring Summary (ABC Classification)

A Level	Supplier is considered to be at or near “ world class ” standards (90% or higher).
B Level	Supplier is deficient in two or more aspects of a given category or multiple categories (75% < 90%). An action plan should be put in place and the corrective action should not require a significant amount of time to implement.
C Level	Supplier is deficient in one or more critical or high impact aspects (75% or less). <u>Action plans required to ensure deficiencies do not result in serious or prolonged issues to the customer.</u>

MMOG/LE Self Evaluation Categories

- Strategy and Improvement
- Work Organization
- Production and Capacity Planning
- Customer Interface
- Production and Product Control
- Supplier Interface

MMOG/LE Translations

- Available in 13 languages including:

English

French

German

Spanish

Portuguese

Chinese

Romanian

Czech

Russian

Turkish

Japanese

Slovene

Korean

What Does this Mean for Suppliers?

1. Attend AIAG/Odette MMOG/LE standard training
 - Understanding and building a team to complete assessment
2. Complete self-assessment
 - Complete internal team review
 - Develop gap analysis and action plan for customer, internal, and sub suppliers
3. Implement Action Plan
 - Internal processes and systems
 - Sub suppliers (e.g, Tier 2)
4. Customer certifies self-assessment score

Completing the Self-Assessment

Download the Self Assessment

1.4.2		There shall be a process to identify and take corrective actions on deficiencies and/or unstable processes found during internal assessments.
Why?		For organizations to remain competitive and reduce cost, ENGLISH to be identified.
Criteria:		Minimum requirement (Additional areas to be covered requirements).
F3		Bottle neck processes.

1.4.2		Il doit exister un processus permettant de définir et de mettre en place des actions correctives pour les process défectueux identifiés lors d'audits internes.
Pourquoi ?		Afin que l'entreprise reste compétitive et réduise ses coûts, FRENCH process à améliorer.
Criteria:		LES CRITERES DECRITS CI-APRES REPRESENTENT L' FRENCH Des process complémentaires peuvent être mis en place pour repondre a des besoins clients spécifiques.
F3		Goulots d'étranglement.

1.4.2		必须有一个过程以对 那些在内部评审期间所发现的不足和 / 或不稳定过程，进行识别并采取纠正措施。
为什么？		为了使组织保持竞争性并降低成本，需要识别要改进的特定区域 CHINESE
准则：		最低要求（要包含特定顾客所要求的其他领域）。
F3	X	瓶颈的过程。

1.4.2		内部評価の際に発見した不備や未整備のプロセスに JAPANESE プロセスがある。
理由		組織にとって競争力の JAPANESE には、
基準：		最低限の要求事項（その他の領域は顧客個別の要求事項）
F3		ボトルネック・プロセス



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AIAG Products : Publications

AIAG
Automotive Industry Action Group

AIAG is a unique not-for-profit organization where, for more than 25 years, OEM's, suppliers, service providers, government and academia have worked collaboratively to drive cost and complexity from the supply chain via global standards development and harmonized business practices. AIAG membership has grown to include preeminent OEM's such as Caterpillar, Chrysler LLC, Daimler, Ford, General Motors, Honda, International Truck, Nissan, Toyota and many of their part suppliers and service providers.

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Global MMOG/LE
Version/Edition: 2
Product Code: M-7

Provides industry best practices for the materials management process in your facility and is intended to establish a common definition of materials practices to facilitate effective communication between trading partners. The guideline can be used internally as a continuous improvement tool, or externally as your customers require. This Excel file automatically calculates your Global MMOG/LE score and features a gap analysis tool.

Format: CD	Member: \$ 29.00 List Price: \$ 58.00	more info
Language: English	add to your cart	
Format: Downloadable File	Member: \$ 29.00 List Price: \$ 58.00	more info
Language: Chinese	add to your cart	
Format: Downloadable File	Member: \$ 29.00 List Price: \$ 58.00	more info
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How to Order E-documents

https://www.aiag.org/source/Orders/index.cfm?section=orders&activeSection=unknown&task=3&CATEGORY=MATM&PRODUCT_TYPE=SALES&SKU=M

Start | Mail - Inbox - IBM Lotus ... | C:\Documents and Sett... | AIAG Products : Publi... | MMOGLE Benefits v10.ppt | MMOG Overview.PPT

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General Information

Executive Summaries - Click [here](#)

Global MMOG/LE - Documents can be **downloaded** free of charge by **authorised** members (please see Steps above) or **ordered** on-line by non-members.

Odette ID Service - OSCAR - Click [here](#) to obtain an Odette ID.

« April 2009 »						
Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Navigation

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Log in

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Upcoming Events

- TC Web Meeting
Apr 21, 2009
- SCXC Web Meeting
Apr 28, 2009
- SESAM Meeting
Frankfurt, VDA,
Apr 29, 2009
- eInvoicing Meeting
Axway, Berlin,
Kurfürstendamm 119,
May 05, 2009

Complete the Form

Each Question is Yes (“X”) or No (Blank)

1.2 Objectives


1.2.1 Objectives relative to the Materials Planning and Logistics function are defined, communicated and understood within the organization.

Why? Objectives allow departments and employees to focus on areas of importance to achieve customer satisfaction and the organization's Materials Planning and Logistics strategy.

Criteria

F2 All objectives are measurable and consistent with the organization's Materials Planning and Logistics strategy. EQOS - Inventory accuracy is measured by the cycle count program, supplier delivery performance, customer delivery performance.

F2 Objectives are accepted by all relevant functions and are clearly cascaded throughout the organization. EQOS reviewed by operations and at staff meetings and posted monthly for all employees to review.

F2 Objectives are reviewed with senior management at planned intervals.  **Populates the gap analysis tab**

Each Criteria is Weighted

F3 - A fundamental requirement of the organization's operations. If unmet, there is a high risk of interruption to the organization's and/or customer's operations and the likelihood of additional costs being incurred. There are 35 F3 criteria which represents approximately 30% of the total available score.

F2 - A process that has significant importance to the efficiency and effectiveness of the organization's operations. If unmet, the organization's performance and customer satisfaction may be seriously affected. There are 75 F2 criteria which represents approximately 43% of the total available score.

F1 - A process that demonstrates ongoing control of operational processes contributing to the organization's overall competitiveness. If unmet, the organization's long-term sustainability and competitiveness may be negatively impacted. There are 96 F1 criteria which represents approximately 27% of the total available score.

Submit Scoring Summary

Microsoft Excel - MMOG self assessment-Asimco TW.xls

File Edit View Insert Format Tools Data Window Help Adobe PDF

Type a question for help

AutoShapes

14 B U

Reply with Changes... End Review...

A113 SUMMARY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	T	U	W	X	Y	Z	AA
87		5.3.2	x	F2	x	F1	x	F1									4	4							
88		5.3.3	x	F3	x	F1	x	F1									5	5							
89		5.4.1	x	F3	x	F2	x	F1	x	F1							7	7							
91	Chapter summary					F3	F2	F1	Total Chapter 5								68								
92	Fulfilled					8	10	24	MAX Score								69								
93	Not fulfilled					0	0	1									99%								
95	Chapter	Question number	Result (Criteria score x Weighting of criteria)							Act. Score	Max. Score	S=self assessed	V=verified assessed												
96			1	Weight.	2	Weight.	3	Weight.	4	Weight.	5	Weight.	6	Weight.	7	Weight.									
97	6	6.1.1	x	F2	x	F2											4	4							
99		6.2.1	x	F3		F2		F2		F2							3	9							
100		6.3.1	x	F2	x	F2	x	F2	x	F1							7	7							
101		6.3.2	x	F3	x	F3	x	F2	x	F2	x	F2					12	12							
102		6.4.1	x	F1	x	F1	x	F1									3	3							

SUMMARY







TOTAL score	340	F3	F2	F1	Σ	A, B or C
Maximum Score	351	Fulfilled	34	72	94	200
%	96%	Not fulfilled	1	3	2	6
		Σ	35	75	96	206

Submit Gap Analysis including Action Plan

List of All Unfulfilled Criteria (Blank)

Element	Criteria	Question #	Criteria Weight	Desired State	Current State	Gap	Action Required
1.3 Measurement, Analysis and Action Plans	1.3.1	4)	F1	Graphical analysis tools, (e.g., Pareto graphs) displaying historical and trend data are used to track critical areas over time.			
1.4 Continuous Improvement	1.4.1	1)	F1	A defined process supported by management for continuous improvement is used within the entire organization and with all supply chain partners.			
2.3 Resource Planning	2.3.2	2)	F3	Personnel shall be trained in contingency procedures.			
4.1 Communication	4.1.1	1)	F2	There are agreed contingency plans established between both parties to maintain permanent communication during bottle-neck situations.			
4.1 Communication	4.1.1	2)	F2	The customers' goals regarding Materials Planning and Logistics performance are clearly defined (e.g., Customer delivery instructions/schedules), visualized and followed-up by the organization.			
6.5 Transportation	6.5.1	3)	F2	The organization has the ability to track and trace in-bound material from time of supplier shipment through to receipt of material. (e.g.: when shipments are delayed)			

Who is requiring MMOG/LE?

OEM	EMEA	North America	South America	Asia/Pacific	Frequency of Submission	Comments
	Europe	Yes	TBD	Yes	Annually	Chrysler's requirement for 2008 is that suppliers must complete the MMOG/LE document and have it available upon request.
	Yes	Yes	Yes	Yes	Annually. This is a requirement for Q1.	Currently, all regions using MMOG for Q1 require Level A; exception for Europe: for current Q1 suppliers Level B is accepted for 2008 certification update period (May 1st - July 31st), changed to be communicated 2nd half of 2008.
	Western Europe and Central and Eastern Europe only		Yes		New vehicle project	Strong involvement of the plant management is required in order to make sure that progress is in place.
	Yes	Yes	Yes	Yes	Required all suppliers	
 Volvo Car	Yes	Yes	Yes	Yes	Annually. This is a requirement for Q1	
 Volvo Group	Europe, a few suppliers in the Middle East	Yes	Yes, Brazil	India, China	Annually self-audit submission and follow-up to be implemented	

OEM

Supplier Audit Policy



Supplier evaluations are completed by Chrysler personnel using the Supply Process Sign Off (SPSO) for new suppliers, new supplier locations, and problem suppliers. The SPSO encompasses elements inclusive of the MMOG self-assessment. Additional audits will be conducted on suppliers that have a significant variance in the self-assessment ranking and their actual Chrysler Supply performance rating.



Potential suppliers, new suppliers, and problem suppliers. All suppliers will eventually get an audit. Major and problem suppliers will be prioritized.



Suppliers are consulted on the Global MMOG/LE in the Project Phase. Annual audits are not required annually, only during the project phase. In the Trial phase, evaluations are carried out if there are problems with the supplier.



New and problem suppliers.



Volvo Car

An attempt is made to visit all new suppliers and big volume suppliers. For potential suppliers self-assessment is the first step.



Volvo Group

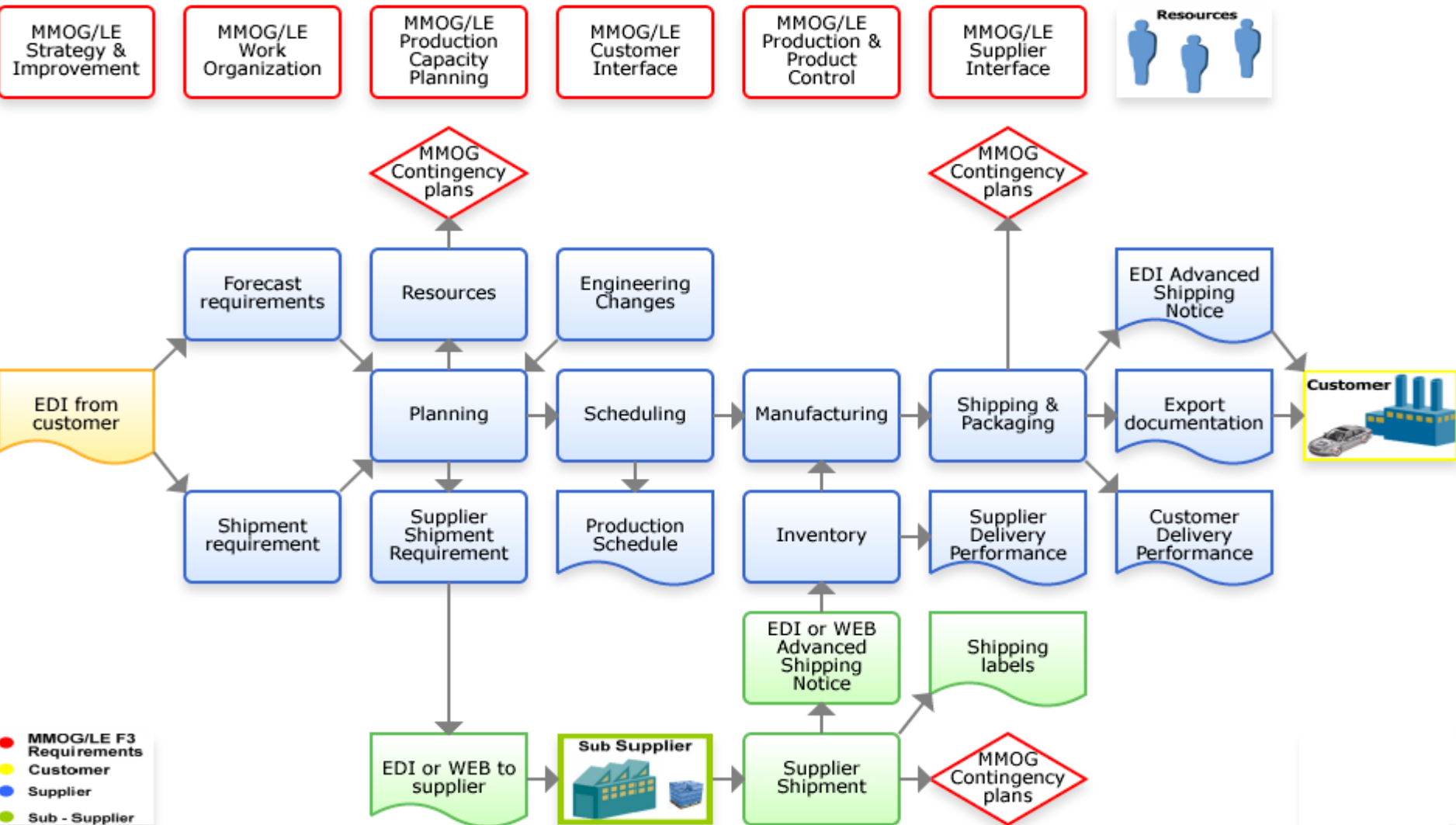
Potential suppliers, new suppliers, and low performing suppliers.

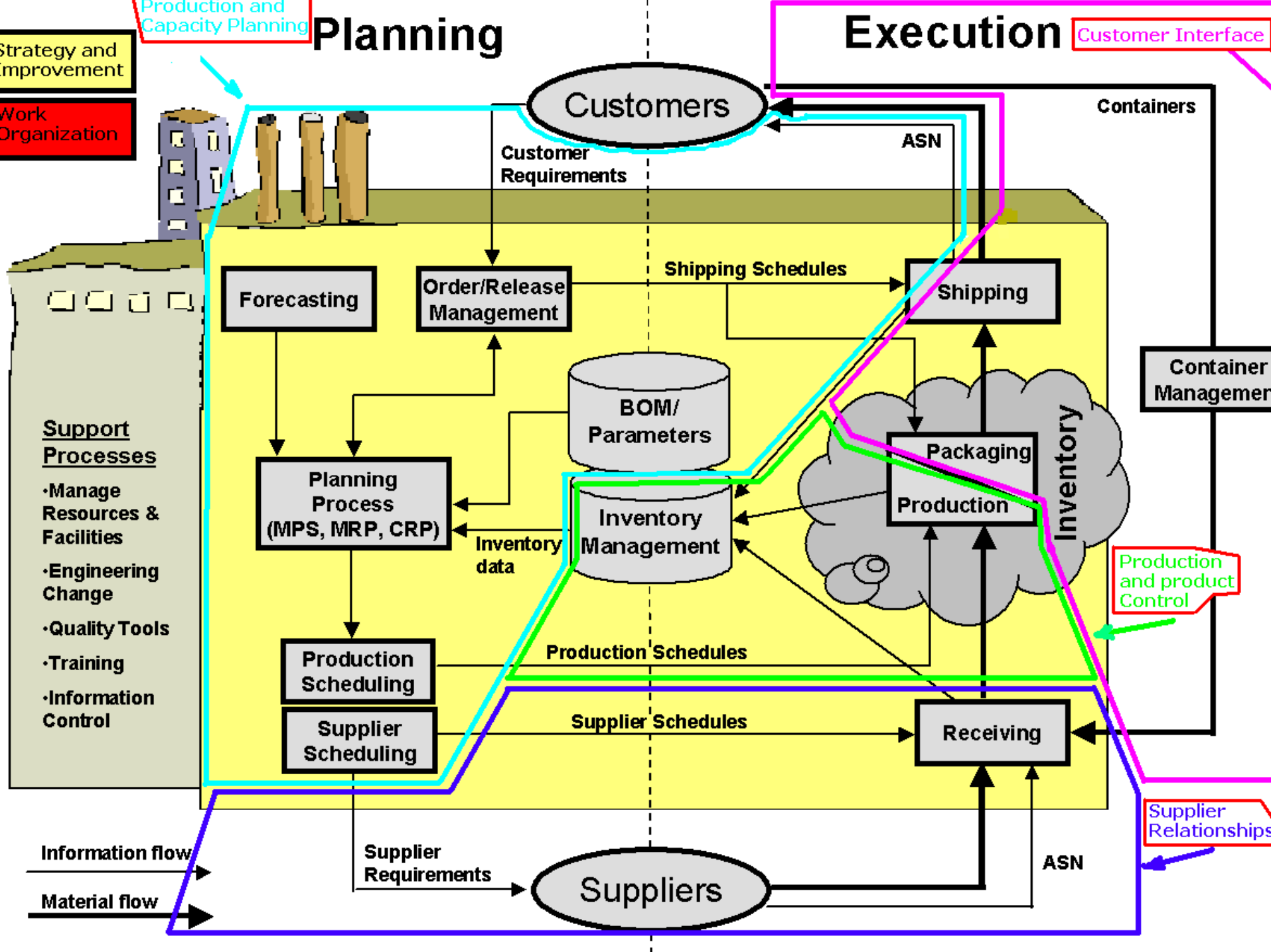
OEM Focus During MMOG/LE Audits

- Strategy and Improvement
 - Management commitment
- Capacity and Production Planning
- Supplier Interface (Tier 2)
 - Performance measurement
 - Sub-tier supplier communication
 - Sub-tier suppliers in emerging markets
- Improvement Plan
- Self-Assessment Quality

Key MMOG/LE Criteria

MMOG/LE Processes





Production and Capacity Planning

Strategy and Improvement

Work Organization

Planning

Execution

Customer Interface

Containers

Customers

Customer Requirements

ASN

Forecasting

Order/Release Management

Shipping Schedules

Shipping

BOM/Parameters

Planning Process (MPS, MRP, CRP)

Inventory Management

Production

Inventory

Production and product Control

Production Scheduling

Production Schedules

Supplier Scheduling

Supplier Schedules

Receiving

Container Management

Inventory data

Supplier Relationships

Information flow

Material flow

Supplier Requirements

Suppliers

ASN

MMOG/LE Evaluation Categories

1. Strategy and Improvement

Covers vision, strategy, objectives, KPIs, analysis, action plans, corrective and preventive actions, continuous improvement, supply chain development

2. Work Organization

Covers organizational processes and procedures, contingency plans, work environment, employee certification and training, roles and responsibilities

3. Production and Capacity Planning

Covers product realization, capacity planning, raw material, WIP, obsolescence, spare parts, production planning, and MRP (planning system)

MMOG/LE Evaluation Categories

4. Customer Interface

Customer contact lists, EDI (forecast, schedules), packaging and labeling, returnable containers, shipping (ASNs), bar code labels, equipment calibration, transportation, and customer satisfaction and feedback

5. Production and Product Control

Material identification, inventory tracking and accuracy, material flow optimization, phasing out inventory, inventory buffers, defective material handling, engineering change control, and traceability

6. Supplier Interface

Sub supplier selection and evaluation, materials and logistics agreements, supplier contacts, communication, contingency planning sub tier electronic communications (releases, schedules, ASNs), packaging and labeling, transportation, and material receipt

MMOG/LE Results Identified by OEMS

Renault, Revoz Experience



MMOG/LE mandatory in project phase

New Twingo, Service Rate comparison, July 2007:

- New suppliers using Global MMOG/LE
 - Service Rate = 91 %
- ‘Old’ suppliers
 - Service Rate = 80 %

Ford and MMOG/LE Delivery Rating Improvements



- 1641 suppliers in North America completed MMOG/LE
- As of December 31st, 2007:
 - 90% of suppliers reporting MMOG/LE Level “A”
 - 90% of suppliers have a delivery rating > 80
 - 15% delivery improvement in the past 10 years

Ford and MMOG/LE Benefits

- Improved Ford Delivery Ratings
 - ASN data accurate and timely
 - Up-to-schedule shipments
 - Correct packaging and labeling
 - Premium instances reduced
- Improved communication with the Ford customer locations
- Fewer Ford plant shut downs due to materials management issues

All of which lead to increased customer satisfaction!

Ford and MMOG/LE

Benefits

Feedback and observations from supplier onsite audits

- Cost reductions; specifically inventory carrying cost of raw material, WIP, and finished goods
- Optimization of inventory safety stock levels
- Improvement in floor space utilization
- Adherence to FIFO practices
- Accurate labeling of material
- Efficiencies in shipping and receiving areas with established window times
- Accurate part tracking
- Correct shipment being loaded on the truck
- Better understanding of material management system
- Visual organization – Plan For Every Part

Ford and MMOG/LE China Tier 1 Supplier's Opinions

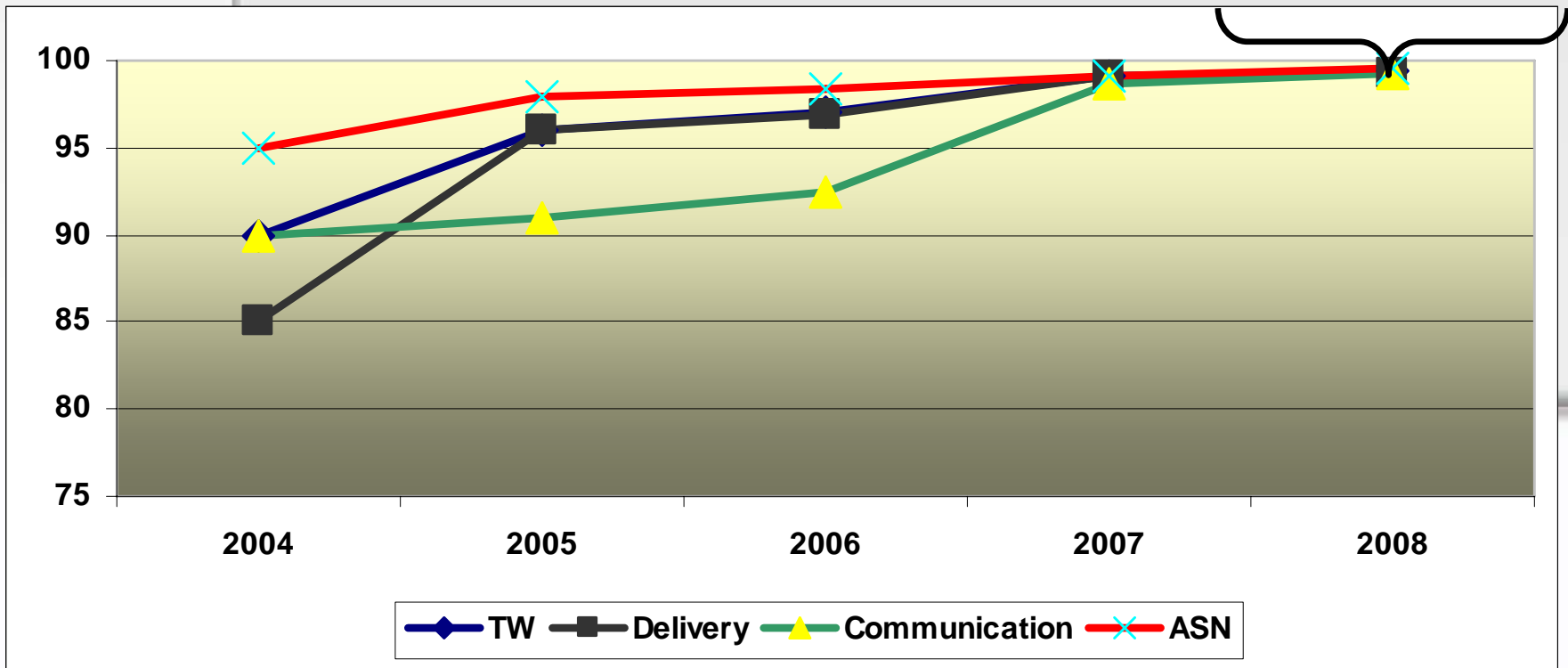


- Reduction in raw material, work-in-process and finished inventory
- More efficient process from receiving raw material to shipping inventory
- Visible signs on shop floor identifying manufacturing operations
- Use of metrics to capture failure in process
- Importance of appropriate packaging
- More organized warehouse: FIFO process used more effectively
- More control and accountability in the material ordering process
- More warehouse space
- Ease of production planning and scheduling process
- Ability to compare material received versus material shipped
- Ability to see ASN's from tier 1's and pay tier 1's electronically
- Improved communications within the supply chain
- Less errors in delivery rating

Suppliers Logistics KPIs (2004-2008)

Ford Otosan, Turkey

<u>2008 Performances:</u>	
Time Window :	99,4
Delivery :	99,2
Communication :	99,3
ASN :	99,5



Chrysler and MMOG/LE Delivery Score Improvements

- 600+ suppliers completed MMOG/LE in 2006/2007
- 54% improved in Chrysler delivery rating
- Average improvement in Chrysler rating = 30%
- 36% improved MMOG/LE score
- 85% are at “A” Level

Chrysler and MMOG/LE

MMOG Benefits

For Chrysler

- Improved Delivery Ratings in multiple categories:
 - Shipment data is improved
 - Maintained deliveries to schedule
 - Reduction in expedited freight
- Improved plant up-time
- Improved communication with plants
- *Provides measurable, objective data for supplier improvement*

For Suppliers

- Supports LEAN principles
- Reduction in material, inventory, safety stock
- Improved communications with customers
- Reduced downtime incidents
- Improved quality and efficiency of window time conformance
- *Provides measurable, objective data for supplier improvement*

Volvo Group and MMOG/LE Benefits



- All new suppliers are requested to submit the document
- A Requirement for existing major and poor performing suppliers
- A Criteria of Volvo Group Key Elements Procedures, Logistics
- > 850 assessments received, > 230 verified with Volvo internal personnel (most often on location)
- Linked to supplier relationship development process
- Example N-America: Self-assessed 44% of suppliers on A-level
After verification 37% of suppliers on A-level
- Example S-America: Adherence to supply instructions (Mar to Aug)
 - Total local suppliers average 89.0% correct day/quantity
 - Total self-assessed suppliers 86.7%
 - All verified level A-suppliers 96.7%
 - All verified level C-suppliers 85.8%

not included: Volvo Car Corporation

OEM Observed Improvements

- Supplier readiness and launch results
 - Delivery ratings reach 100%
 - ASNs are accurate and timely
 - Up-to-schedule shipments
 - Correct packaging and labeling
 - Premium instances minimized or reduced
- Supplier communications with customer improved
- Plant down time is minimized
- Better sourcing decisions for new and additional business
- Overall increased customer satisfaction

MMOG/LE Benefits and Success Stories from Suppliers

MMOG/LE Benefits



Location: Wixom, Michigan, United States

Company Description: Leading European automotive group focused on vehicle body structural assemblies, closure systems and comfort products for automotive OEMs and Tier I suppliers.

Challenges: Pass MMOG/LE audit and maintain Ford Q1 status or lose new business opportunities

Results:

Maintained Ford Q1 status and MP&L endorsement

Reduced inventory 26%

Reduced Stock to Sales ratio from 3.8% to 2.8%

Improved customer, supplier and intra-enterprise communication

Significantly improved supplier management, met supplier EDI requirements

Reduced scrap

Implementation from kickoff to live was four months

MMOG/LE Benefits



Location: Fuzhou, China

Company Description: Manufacturer of pistons and other aluminum-cast parts for cars, motorcycles, air compressors and diesel and outboard engines.

Challenges:

Needed to obtain Ford Q1

Solution: QAD Enterprise Applications

Results:

Awarded Ford Q1 status and became a Ford Tier 1 direct supplier

Achieved MMOG/LE Level A

Reduced inventory by 50 percent

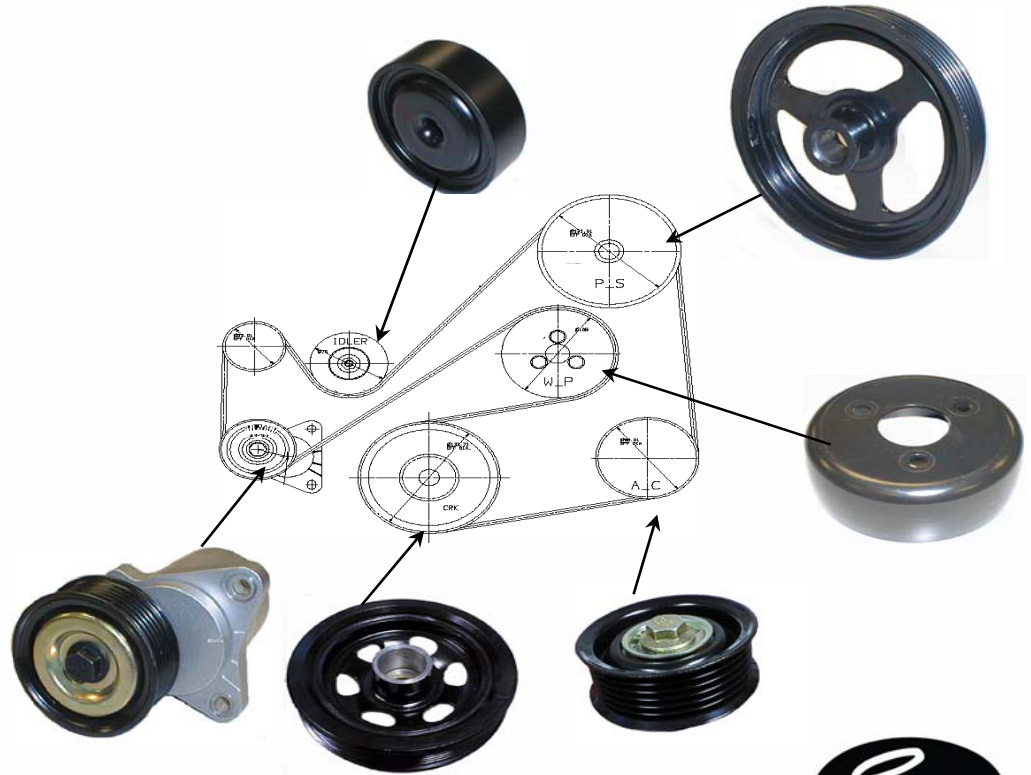
Increased Ford SIM rating for quality and delivery by 20 percent

Improved Ford delivery rating from an average of 91 to 100

Attracted new customers based on new capabilities

GATES – London Operations

- Products manufactured include pulleys, dampers and idlers.
- Approx \$55 million in sales (medium size)
- Supplies to both OEMs and major Tier 1's
 - Ford, General Motors, Nissan, Automotive Component Holdings (Visteon)



GATES and MMOG/LE Benefits

CUSTOMER DELIVERY PERFORMANCE

- On time shipping performance to customers in 2007 was 99%
- Delivery ratings to customers providing feedback is 100

SUPPLIER PERFORMANCE

- On time delivery from suppliers is 100% on date required
- 97% of material requirements are communicated electronically to suppliers
- 95% of incoming material shipments are transmitted via ASNs

GATES and MMOG/LE Benefits

PHYSICAL INVENTORY

- As accuracy improved, reduced from 12 to 1 a year
 - Estimated cost for a physical inventory is \$15-20K (overtime wages, equipment rental, inventory tags, etc.)

INVENTORY VALUE

- Reduction of approx. 50% since 2001
 - Since 2001 sales have increased by 20%

EXPEDITED SHIPMENTS

- Premium freight on inbound/outbound material has gone from \$180K in 2002 less than \$25k last year

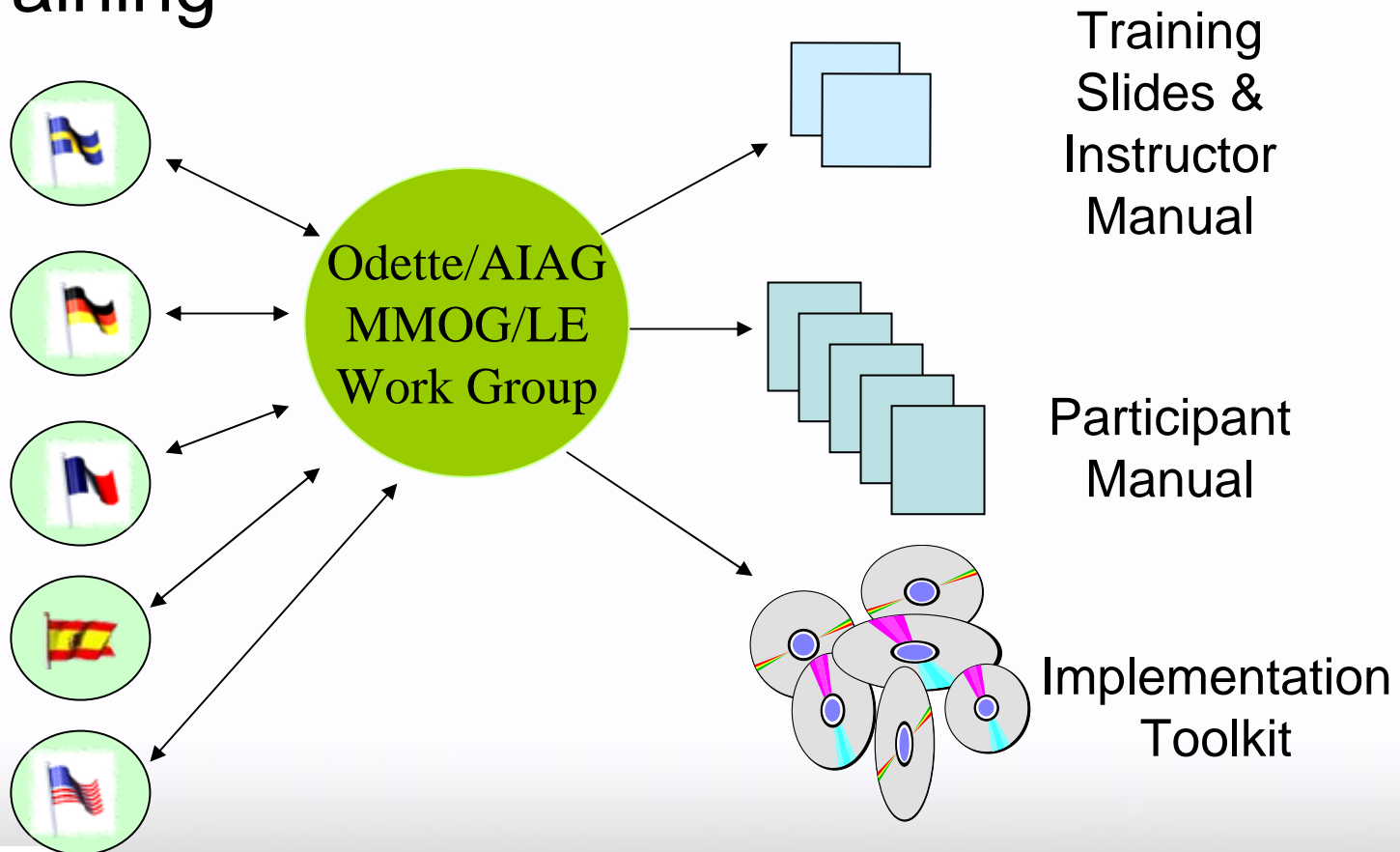
Tier 1 Observed Improvements

- 25%-50% reduction in raw materials and finished goods
- Reduction in employee training time from 6 weeks to 1 week for new product launch site due to standardize process
- Monthly delivery rating scores going from 75 to 100
- Increased delivery performance with Tier 2
- Provides a common standard to benchmark poor performing supplier sites to high performing sites within the same supplier organization
- Better visibility into scrap issues and associated costs
- Increased data accuracy

Supporting Training and Documents Available

Harmonized Global Training

- **1-Day** standardized global AIAG/Odette training



MMOG/LE Course Objectives

- **Continuous Improvement Tool**
- **What is the MMOG/LE?**
- **Assessment**
- **Gap Analysis**
- **Implementation**



MMOG/LE Training and Seminars World Wide

America's



United States of America

760 people



Canada



Mexico

220 people



Brazil

100 people

Europe



United Kingdom

68 people



Czech Republic

27 people



Sweden

299 people



Slovak Republic

6 people



Germany

50 people



Romania

167 people



France

727 people



Poland

45 people



Spain

177 people



Russian Federation

21 people

Others



China

230 people



*

Iran

4 people



Turkey

132 people

- India (2009)
- E-learning class available through AIAG

AIAG e-Learning Available



New in 2008

- Available in English only
 - Investigating other translations
- Suppliers can avoid travel to take the class
- With e-learning, suppliers send multiple students

Related Guidelines and Best Practices

Available at www.aiag.org or www.odette.org

- Key Performance Indicators for Global Materials Management and Logistics (KPI4GMML)
- Global Materials Management and Logistics Agreement
- Joint Automotive Industry Forum China B2B Recommendation
- EDI/XML Project Planner
- Global Evaluation for Carriers and Logistics Service Providers

2008 Global MMOG/LE Seminars Over 1000+ Attendees



MMOG/LE Version 3

Global MMOG/LE Version 3 Team

Back: Gates, Odette Spain, SMMT (UK), AIAG, QAD, Bosch, Volvo Truck, VDA (Germany), Galia (France), and Chrysler. Front: Ford and Odette Spain



89+ Requests for Version 3

Microsoft Excel - Proposed Changes - All for V3 with JT analysis.xls

Tahoma 14 B I U No need to add something. This is a specific requirement

A	B	C	G	H	I	J	K	L
#	Source	Recommended Changes	Volvo	Bosch / Helena	Bosch/Stefan	Ford Europe	Renault	Position from French automoti supply chain
9	Chrysler	Customer owned returnable containers are not to be used for WIP.	Agree with work group comment	covered by 4.2.1.1 "rules for use", add example?	Agree with the comment of the working group.		No need to add something. This is a specific requirement	No need to add something. This is a specific requirement to be detailed in logistic protocol
10	Chrysler	Customer owned returnable containers are not to be used ofr WIP material or for shipment of material between Tier 2 and Tier 3 sources unless approved by the customer.	Agree with work group comment	covered by 4.2.1.1 "rules for use", add example?	Agree with the comment of the working group.		No need to add something. This is a specific requirement	No need to add something. This is a specific requirement to be detailed in logistic protocol
11	Chrysler	Supplier must include container type and quantity of containers being shipped on the part ASN.	Agree with work group comment	ok	Agree with the comment of the working group.		OK	OK with work group comments
12	Chrysler	Suppliers must monitor all customer requested systems according to customer requirements (not just DDL, SMART and inventory systems – there are container systems, capacity systems, etc.)	No need of update as the systems are referred to as examples	ok	Agree with the comment of the working group.		OK	NO, EVEN IF WE AGREE to add 3 examples in 3 different criteria the 1st VMI, the 2nd Container management and the 3rd Capacity management, the weight of each criteria(F1,F2,F3) shall be decided within the work group
13	Chrysler	Supplier must clearly identify/label new level parts as such in accordance given by engineering or the effect plant.	Agree with work group comment	ok	Agree with the comment of the working group.		No need to add something. Already covered in 5.3	No need to add something. Already covered in 5.3
14	Chrysler	It doesn't specify in MMOG/LE that suppliers have to apply root cause to delivery violations.	No need of update, could be added as example of issues	ok	Agree with the comment of the working group.		OK to add "material and delivery" in 1.3.1.3	NO keep the sentence and brackets add some examples i.e.(material, delivery,...
15	Ford	Job descriptions plans should highlight customer specific responsibilities to better assist with candidate searches.	Agree with work group comment	ok	Agree with the comment of the working group.		OK	OK

Sheet1 / Sheet2 / Sheet3

Ready NUM

Start C:\Documents a... C:\Documents a... Terry Onica - In... Inside QAD > Ho... MMSC Update on... MMOGLE Update... Microsoft Excel... 7:33 AM

Analysis of Recommendations

Legend:		1) General Agreement - no action required - item closed	33
		2) General Agreement - text change only - task to be assigned	33
		3) General Agreement - technical change to be assigned	8
Key Examples: Launch readiness document- 15 consolidated requests? Light Version?		4) NO General Agreement - further discussion required	15
			Total
			89

Recommendation Analysis Team

- Bosch, Germany and UK
- Ford North America
- Ford Europe
- Renault
- Gates Canada
- QAD
- Volvo Truck
- VDA (Germany)
- Odette Spain
- Galia (France)
- AIAG (North America)
- SMMT (UK)

Comments for all Criteria

Microsoft Excel - M-7 MMOG LE v3 (2009-04-09).xls

File Edit View Insert Format Tools Data Window Help

100%

Reply with Changes... End Review...

	A	B	C	D	E	F	G
7							
8							
9		1.1.1			1.1 Vision and Strategy The organization has a strategy that ensures the Materials Planning and Logistics (MP&L) vision is achieved.		
10		Why?			For the MP&L process to be efficient and effective, the MP&L vision including MMOG/LE needs to be acknowledged as an important part of the operation and receive adequate resources. Good knowledge of long-term strategy is vital for employees to work consistently and be proactive.		Optional comments may be added here supporting the organization's current
11							
12			Criteria:				
13		1)	F2	✓	A documented vision exists for the MP&L function.		Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.1
14							
15		2)	F2	✓	A documented strategy exists with activities for implementing the MP&L vision.		Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.2
16							
17		3)	F2	✓	The MP&L vision and strategy is linked to the organization's overall objectives, including customer requirements and continuous improvement.		Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.3
18							
19		4)	F2		The MP&L vision and strategy is communicated and understood within the organization.		Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.4
20							
21					1.2 Objectives		
22		1.2.1			Objectives relative to the MP&L function are defined, communicated and understood within the organization.		
23		Why?			Objectives allow departments and employees to focus on areas of importance to achieve customer satisfaction and the organization's MP&L strategy.		
24			Criteria:				

Acknowledgements Changes Introduction & Instructions Table of Contents Assessment Scoring Summary Gap Analysis Glossary Charts FAQs

Ready NUM

Start 3 Windows Expl... Mail - Inbox - IBM... e-Communities: Vi... M-7 MMOG LE v... Copy of m-7.xls Proposed Change... 02 Jozef Nikodem ... 8:28 AM

Gap Analysis Includes Comments

Element	Criteria	Question #	Criteria Weight	Desired State	MMOG/LE Self-Assessment Comments
1.1 Vision and Strategy	1.1.1	1)	F2	A documented vision exists for the MP&L function.	Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.1
1.1 Vision and Strategy	1.1.1	2)	F2	A documented strategy exists with activities for implementing the MP&L vision.	Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.2
1.1 Vision and Strategy	1.1.1	3)	F2	The MP&L vision and strategy is linked to the organization's overall objectives, including customer requirements and continuous improvement.	Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.3
1.1 Vision and Strategy	1.1.1	4)	F2	The MP&L vision and strategy is communicated and understood within the organization.	Test data to confirm links in GAP Analysis - Supplier comments for 1.1.1.4

Radar Chart Views

Toggle

Go to Worksheet Radar Charts

Go to Chapter [Select Chapter or Subchapter]

Global MMOG/LE



CHAPTER ONE	STRATEGY AND IMPROVEMENT	71%
CHAPTER TWO	WORK ORGANIZATION	100%
CHAPTER THREE	CAPACITY & PRODUCTION PLANNING	100%
CHAPTER FOUR	CUSTOMER INTERFACE	100%
CHAPTER FIVE	PRODUCTION & PRODUCT CONTROL	100%
CHAPTER SIX	SUPPLIER INTERFACE	100%

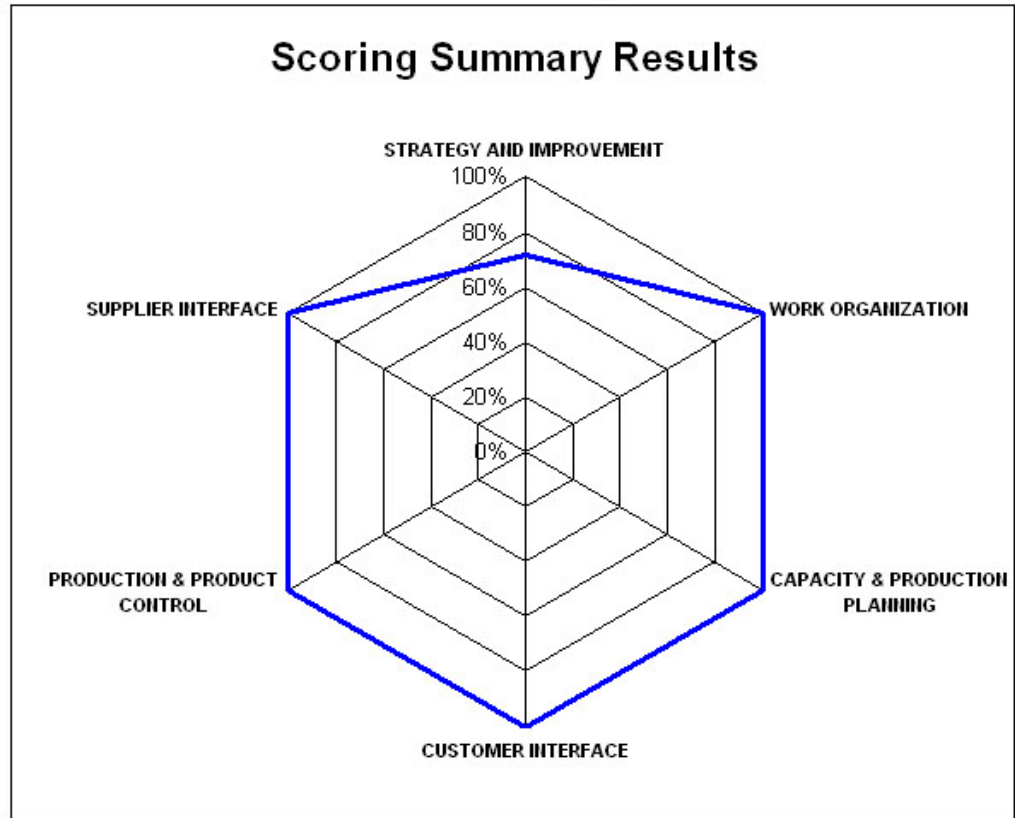
SCORE %

94%

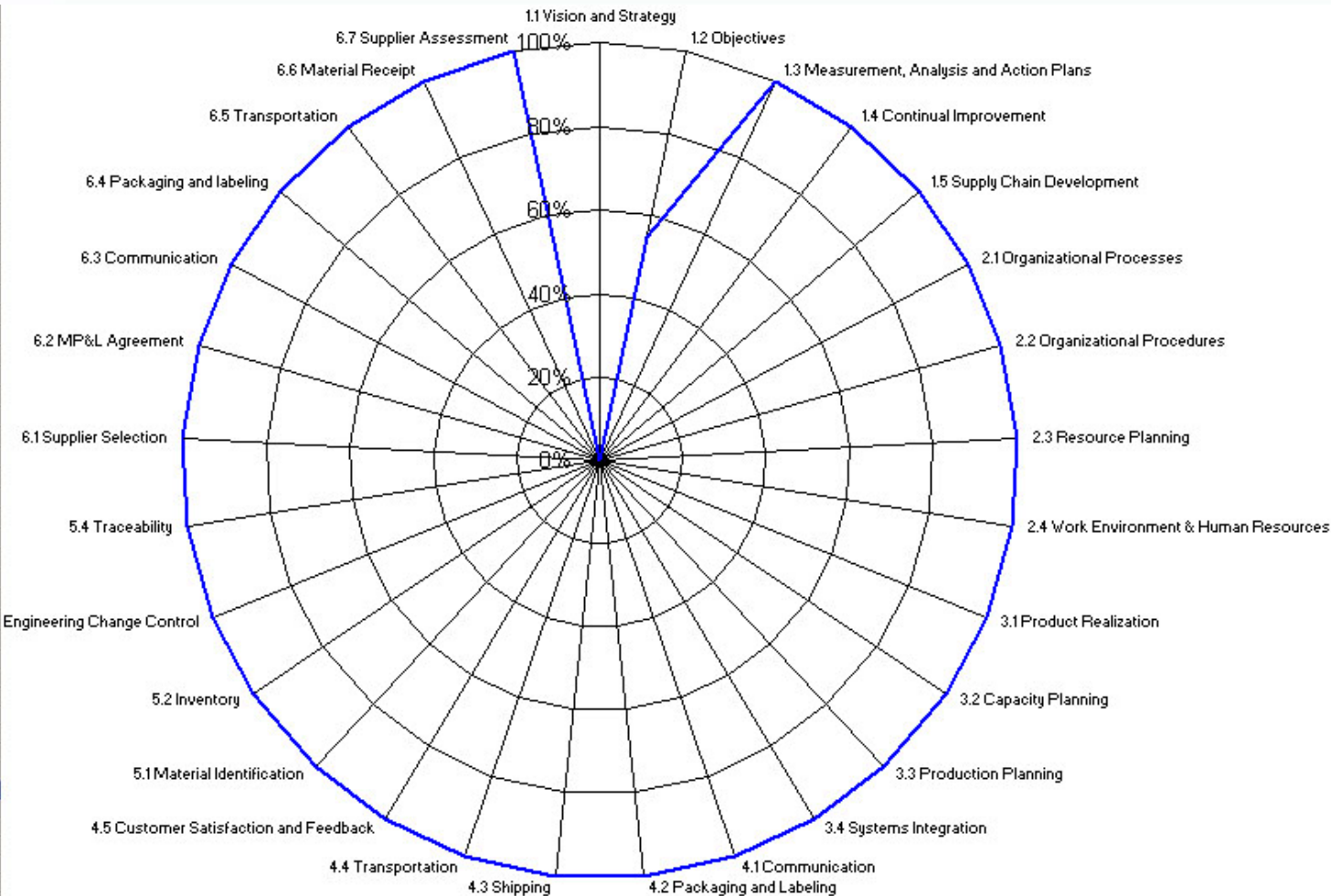
CLASSIFICATION

B

Scoring Summary Results



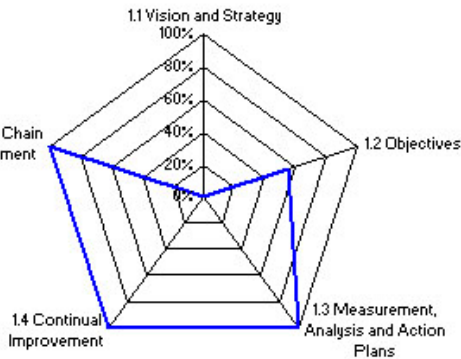
Radar Chart Views



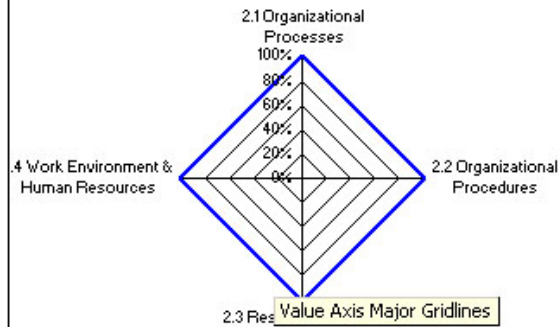
ALL SUB-CHAPTERS	
1.1 Vision and Strategy	0%
1.2 Objectives	55%
1.3 Measurement, Analysis and Action Plans	100%
1.4 Continual Improvement	100%
1.5 Supply Chain Development	100%
2.1 Organizational Processes	100%
2.2 Organizational Procedures	100%
2.3 Resource Planning	100%
2.4 Work Environment & Human Resources	100%
3.1 Product Realization	100%
3.2 Capacity Planning	100%
3.3 Production Planning	100%
3.4 Systems Integration	100%
4.1 Communication	100%
4.2 Packaging and Labeling	100%
4.3 Shipping	100%
4.4 Transportation	100%
4.5 Customer Satisfaction and Feedback	100%
5.1 Material Identification	100%
5.2 Inventory	100%
5.3 Engineering Change Control	100%
5.4 Traceability	100%
6.1 Supplier Selection	100%
6.2 MP&L Agreement	100%
6.3 Communication	100%
6.4 Packaging and labeling	100%
6.5 Transportation	100%
6.6 Material Receipt	100%
6.7 Supplier Assessment	100%

Radar Chart Views

1. Strategy and Improvement



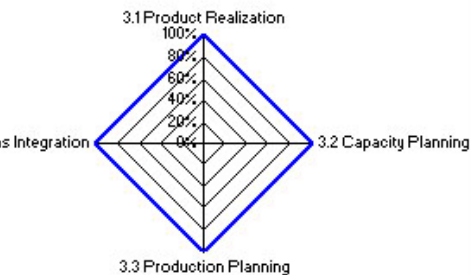
2. Work Organization



1. STRATEGY AND IMPROVEMENT	
1.1 Vision and Strategy	100%
1.2 Objectives	55%
1.3 Measurement, Analysis and Action Plans	100%
1.4 Continual Improvement	100%
1.5 Supply Chain Development	100%

2. WORK ORGANIZATION	
2.1 Organizational Processes	100%
2.2 Organizational Procedures	100%
2.3 Resource Planning	100%
2.4 Work Environment & Human Resources	100%

3. Capacity and Production Planning



3. CAPACITY & PRODUCTION PLANNING	
3.1 Product Realization	100%
3.2 Capacity Planning	100%
3.3 Production Planning	100%
3.4 Systems Integration	100%

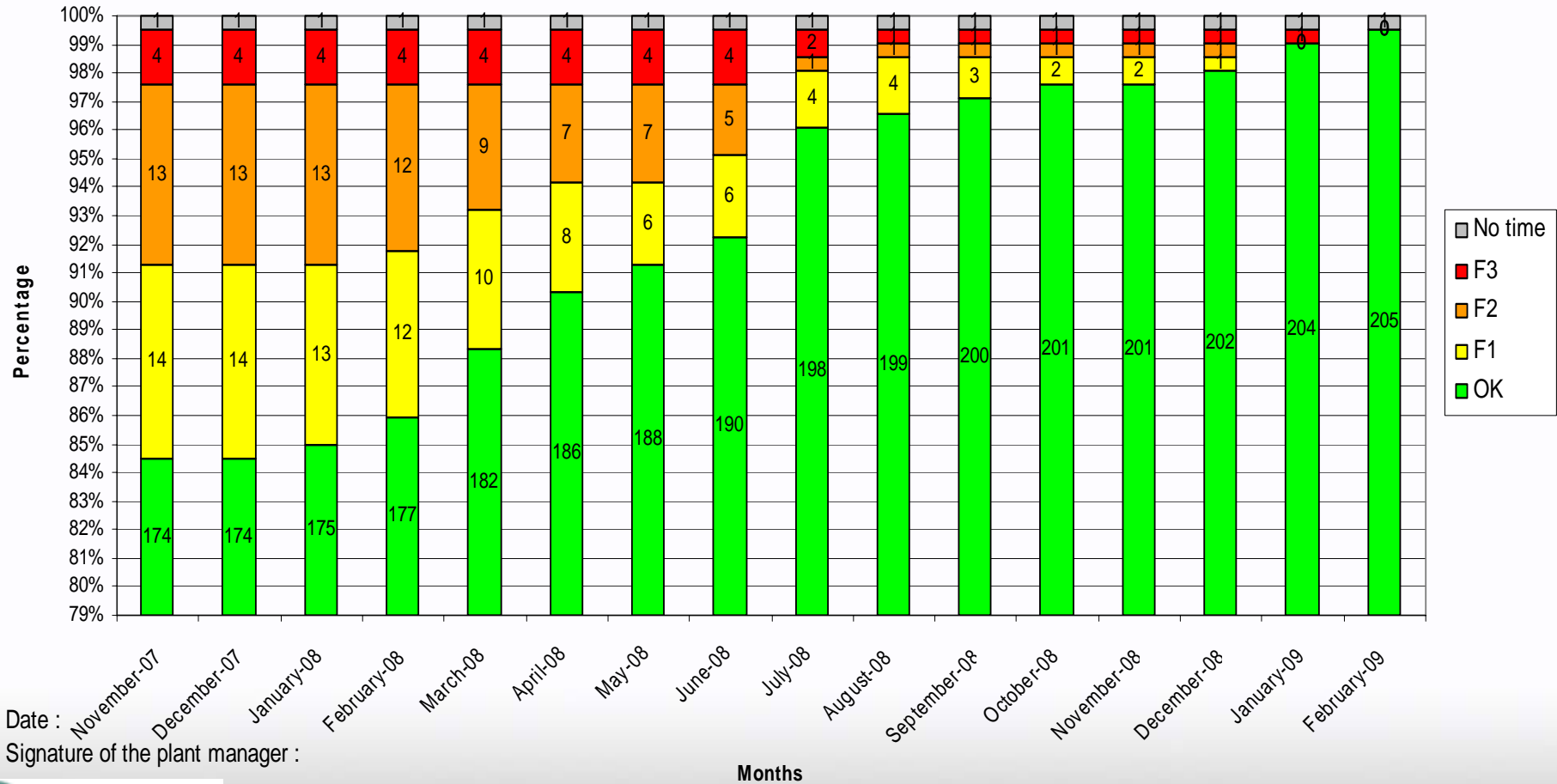
4. Customer Interface



4. CUSTOMER INTERFACE	
4.1 Communication	100%
4.2 Packaging and Labeling	100%
4.3 Shipping	100%
4.4 Transportation	100%
4.5 Customer Satisfaction and Feedback	100%

New Chart: Progression Chart

Action plan Evolution



Months

Other Features

Global MMOG/LE					Create Progression Chart		Click the command button to create a Progression Chart that will provide Classification progress according to the Target Dates with additional information on how to use the Progression Chart	
Go to Worksheet		Gap Analysis		Return				
Select Filter		Show ALL Criteria						
Fulfilled	Element	Criteria	Question	Criteria Weight	Desired State	Assessment Comments	Current State	Gap
69	2.4 Work Environment & Human Resources	3.1.1	3)	F1	Follow-up from appraisal review leading to the identification of improvement opportunities and action plans exists on a regular basis.	Test data to confirm links in GAP Analysis - Supplier comments for 2.4.5.3)		
70	3.1 Product Realization	3.2.1	1)	F3	The MP&L function shall participate in the Product Realization process to ensure all material planning and logistics requirements are addressed and all changes which affect the supply process are planned, executed and communicated in a synchronized manner (e.g. bill of material (BOM), routings, effectivity dates, supplier notification, scheduling, shipping). Back-up plans shall be in place to ensure continuity of weekly	Make sure Aidan brings this over to the changes tab		
71	3.2 Capacity Planning	3.2.1	1)	F3	Comparison of resources versus customer requirements shall be reviewed upon receipt of forecast requirements (e.g. 830/DELFOR/planning release), comparing every week of the forecast sent by customers. Capacity planning volumes negotiated with the customer shall also be	Test data to confirm links in GAP Analysis - Supplier comments for 3.2.1.1)		
71	3.2 Capacity Planning	3.2.1	2)	F3	Resources versus customer requirements shall be reviewed upon receipt of forecast requirements (e.g. 830/DELFOR/planning release), comparing every week of the forecast sent by customers. Capacity planning volumes negotiated with the customer shall also be	Test data to confirm links in GAP Analysis - Supplier comments for 3.2.1.1)		

Switch to other tabs

Go back to criteria

Highlight compliance

Highlight non-compliance