

A close-up, high-angle photograph of a polished, multi-spoke alloy car wheel. The wheel is the central focus of the page, with its spokes radiating from the center. The lighting creates bright highlights and deep shadows, emphasizing the metallic texture and the precision of the design.

**MMOG/LE EDUCATION**  
**MMOG/LE 培 训 手 册**

## Background

The *Global Materials Management Operations Guideline/Logistics Evaluation (MMOG/LE)* was developed in 2004 as the combination of AIAG's Materials Management Operations Guideline (MMOG) and Odette's Logistic Evaluation.

It was originally brought about in the early 1990's when logistics began playing a significant role in the competitive environment of the automotive industry. Inconsistent requirements from OEMs and multiple surveys and supplier self-assessment tool requirements were hindering suppliers, and creating material delays. Customer demands for shorter lead times and more reliable material delivery created a need for a faster, more flexible and efficient flow of information and products throughout all tiers of the supply chain. A standardized process, with an industry accepted benchmark for materials management to ensure lower costs and increase customer satisfaction and streamline requirements became necessary.

The MMOG/LE set forth a single global best practice standard for material processes to reduce the workload for suppliers and customers. The guideline set up a procedure to measure, through self-examination and observation any organization's capabilities for material management. The document laid out recommended best practices and a common definition of materials practices to facilitate effective communication between partners. It is a continuous improvement tool that also provides a gap analysis and action plan for addressing deficiencies in logistics and material management processes.

## 背景

由北美 AIAG 汽车协会和欧洲 Odette 汽车协会于 2004 年共同创建的全球物料管理运作指南/物流评估 (MMOG/LE)，整合了 AIAG 的物料管理运作指南 (MMOG) 和 Odette 的物流评估。

MMOG/LE 在 20 世纪 90 年代早期，随着物流在汽车行业激烈的竞争环境中逐渐发挥着越来越重要的作用，应运而生。各大主流 OEM 厂商前后不一致的要求，重复的考评和缺乏供应商自我评估工具的状况，都给供应商带来不少麻烦，造成物料延时。客户对物料缩短物料前期准备、更可靠的供货系统的需求，都要求供应链所有层次能够更快、更灵活、更高效地进行信息传递和产品传送。一个能被业内所共同接受，能确保进一步降低成本，同时增加客户满意度，帮助理顺需求的物料管理标准，就成为一种必然趋势。

MMOG/LE 为物料过程提出了一个全球最佳实践准则，来降低供应商和客户的额外工作量。该指南建立了一个流程，可通过自检查和观测，来衡量组织机构的物料管理能力。该文件列出了所推荐的最佳实践，及用以推动合作伙伴间有效沟通的物料实践的通用定义。这不仅仅是一个持续性的改进工具，同时也针对物流和物料管理过程中的缺陷提供了差异分析，制定改进行动计划。

## About AIAG

Founded in 1982, AIAG is a globally recognized organization where OEMs and suppliers unite to address and resolve issues affecting the worldwide automotive supply chain. AIAG's goals are to reduce cost and complexity through collaboration; improve product quality, health, safety and the environment; and optimize speed to market throughout the supply chain. Dedicated to the continuous improvement of business practices, AIAG also provides educational resources and publications, including manuals from DaimlerChrysler AG, Ford Motor Co., General Motors Corp. and other auto companies. Headquartered in the metro Detroit area, its more than 1,500 member companies include North American, European and Asia-Pacific OEMs and suppliers to the automotive industry. Additional information is available on the Internet at [www.aiag.org](http://www.aiag.org).

AIAG 成立于 1982 年，是三大汽车公司共同创建的全球公认的著名的组织。它为美国汽车整车制造商和零部件供应商提供了一个唯一的平台以共同处理和解决影响全球汽车供应链的问题。AIAG 的目标是：通过协作降低成本并减少复杂性；改善产品质量、健康、安全和环境；通过优化供应链加快产品上市速度。AIAG 致力于供应链流程的不断改善，并提供相关的技术资料，其中包括戴姆勒-克莱斯勒公司、福特汽车公司和通用汽车公司以及其他汽车公司与供应链有关的技术要求及解决方案。AIAG 总部位于大底特律地区，其 1,500 多个成员公司包括面向汽车行业的北美、欧洲和亚太汽车整车制造商和零部件供应商。欲了解详情，请访问其网站 <http://www.aiag.org>。

## Value of MMOG/LE Training

Companies who use and embrace the MMOG/LE in their manufacturing operations have positive feedback on the operational and cost benefits to assess and improve their materials management processes throughout the supply chain.

According to AIAG, suppliers can realize significant savings, with potential reductions of as much as:

- 85 percent in premium freight expenses
- 80 percent in obsolescence costs
- 43 percent in inventory carrying costs
- 20 percent in data entry time

Upon completing the MMOG/LE Training students will:

- Understand world class materials management and logistics business practices for parts manufacturing
- Understand how to meet the requirements of global OEMs for export .
- Develop an action plan for continuous improvement efforts and initiatives based on world class practices .
- Be able to understand how to further lean materials management and logistics in order to further reduce manufacturing costs
- Be able to benchmark materials management and logistics business functions for the automotive industry as well as industries such as electronics and industrial
- Understand how to establish Key Performance Indicators (KPIs) to measure materials management processes

## MMOG/LE 培训的价值

在生产制造过程中使用并充分接受 MMOG/LE 的公司，对 MMOG/LE 在整个供应链中对物料管理过程的评估和改进，都有相当积极的反馈，认为 MMOG/LE 对其运作和成本管理带来了极大的帮助。

根据 AIAG 统计，供应商能够节省大量的时间和成本，潜在的缩减量可最大程度体现在：

- 额外货运费用的 85%
- 废弃成本的 80%
- 存货储存成本的 43%
- 数据录入时间的 20%

在结束了 MMOG/LE 的培训课程后，学员将能够：

- 理解世界水平的零部件制造业的物料管理和物流业务实践。
- 理解如何满足全球范围内的 OEM 出口需求。
- 在世界级水平实践的基础上，为持续性的改进过程，开发行动计划。
- 能够理解如何进一步地实现精益物料管理和物流业务以更好地降低制造成本。
- 能够不仅为汽车工业、同时也为包括电子工业在内的其它行业，进行物料管理和物流业务功能提供基准
- 理解如何设定关键绩效指标(KPI) 进行物料管理过程的测量

## Course Introduction

### MMOG/LE Training

#### Course Description

Provide good understanding on MMOG/LE at your companies with comprehensive interpretation of the objectives and intent of elements. Coach students to better understand the self-assessment tool, score performance, analyze gap, and define improvement action plan. Share case study on the MMOG/LE implementation to explain the processes and some of the potential issues to implement. Benchmark your material management practices and to better meet the OEM requirements for approved suppliers. Prepare to effectively implement a world-class materials plan and logistics management system at your company with the Global Materials Management Operations Guideline Logistics Evaluation (MMOG/LE). This course is based on the MMOG/LE, which is the global standard for material processes that reduces the workload for suppliers and customers. It provides a versatile supplier self-assessment and continuous improvement tool. Learn to complete an MMOG/LE, identify gaps and determine appropriate action items to fill the gaps. Note: This course is available for on-site training at your facilities.

#### Who Should Attend

- Anyone involved with materials or manufacturing operations
- Anyone responsible for pulling together a team to drive improvement
- Anyone in need of in-depth knowledge of the materials management operating guideline

#### What You Will Cover

- Understand MMOG/LE self-assessment.
  - Strategy and Improvement
  - Work Organization
  - Production and Capacity Planning
  - Customer Interface
  - Production and Product Control
  - Supplier Interface
- Understand OEM requirements for approved suppliers.
- Introduce MMOG/LE case study.
- Requirements for completing an MMOG/LE self-assessment
- Gap analysis with identification of action items
- Communication strategies for the MMOG/LE throughout your organization
- MMOG/LE implementation planning guidance
- Ideas about motivating change and dealing with resistance

#### Preliminary Requirements on Students

- Have experience on logistics management / material management
- Have basic knowledge on MMOG/LE.

Duration 2.5 days

## 课程: MMOG/LE 介绍

#### 课程描述

通过对目标和基本目的的充分解释, 使学员对 MMOG/LE 在本公司的应用有基本的了解。同时, 为学员更好地理解自我评估工具、进行绩效评分、差距分析及定义改进行动计划提供指导。共享 MMOG/LE 实施的成功案例, 以解释实施过程及可能存在的一些潜在的风险。实现物料管理实践的基准化, 让评审通过的供应商能够更好地满足 OEM 需求。为学员在公司实施全球物料管理运作指南/物流评估(MMOG/LE), 执行世界级水平的物料计划和物流管理系统进行准备。本课程基于 MMOG/LE, 一种旨在降低供应商和客户工作量的物料流程的全球标准。该标准提供了全面的供应商自我评估和持续改进工具。学习完成一套 MMOG/LE 课程, 识别差距并确定适当的行动项目以减小差距。注: 本课程提供现场培训

#### 面向对象

- 任何与物料或是生产操作相关的人员
- 任何负责团队组织加强改进的人员
- 任何需要深入理解物料管理操作指南的人员

课程目标

- 理解 MMOG/LE 自我评估
  - 策略和改进
  - 工作组织机构
  - 生产和能力计划
  - 客户接口
  - 生产和产品控制
  - 供应商接口
- 让评审通过的供应商理解 OEM 需求
- 介绍 MMOG/LE 成功案例.
- 完成 MMOG/LE 自评估的需求
- 根据差距分析制定行动计划
- MMOG/LE 实施过程中的沟通策略
- 提供激励改变及应对阻力的处理方法

学员基本要求

- 具备物流管理/物料管理经验

课时 2.5 天

**Training Schedule 课程安排**

MMOG/LE Training Schedule of China-2009 MMOG/LE 中国地区培训计划-2009			
Training Date 培训日期	Duration(days) 天数	Registration Deadline 报名截止日	Location 地点
一月 Jan 14-16	2.5	一月 Jan 9	QAD Shanghai 上海
二月 Feb 9-11	2.5	二月 Feb 4	QAD Shanghai 上海
二月 Feb 25-27	2.5	二月 Feb 21	QAD Shanghai 上海
三月 Mar 10-12	2.5	三月 Mar 5	QAD Chongqing 重庆
三月 Mar 23-25	2.5	三月 Mar 18	QAD Shanghai 上海
四月 Apr 15-17	2.5	四月 Apr 10	QAD Shanghai 上海
四月 Apr 28-30	2.5	四月 Apr 23	QAD Shanghai 上海
五月 May 20-22	2.5	五月 May 15	QAD Shanghai 上海
六月 Jun 8-10	2.5	六月 Jun 3	QAD Shanghai 上海
六月 Jun 24-26	2.5	六月 Jun 19	QAD Chongqing 重庆
七月 Jul 13-15	2.5	七月 Jul 8	QAD Shanghai 上海
七月 Jul 29-31	2.5	七月 Jul 24	QAD Shanghai 上海
八月 Aug 12-14	2.5	八月 Aug 7	QAD Shanghai 上海
八月 Aug 26-28	2.5	八月 Aug 21	QAD Shanghai 上海
九月 Sep 9-11	2.5	九月 Sep 4	QAD Shanghai 上海
九月 Sep 23-25	2.5	九月 Sep 18	QAD Shanghai 上海
十月 Oct 19-21	2.5	十月 Oct 14	QAD Shanghai 上海
十一月 Nov 4-6	2.5	十一月 Oct 31	QAD Shanghai 上海
十一月 Nov 23-25	2.5	十一月 Nov 18	QAD Chongqing 重庆
十二月 Dec 7-9	2.5	十二月 Dec 2	QAD Shanghai 上海
十二月 Dec 21-23	2.5	十二月 Dec 16	QAD Shanghai 上海

## Course Fee 课程费用

AIAG Member: RMB1760 per day  
AIAG 成员: 人民币 1760 元/人/天

Non-member: RMB2000 per day  
非成员: 人民币 2000/人/天

## REGISTRATION INFORMATION 注册处信息

Contact 联系人: Ms. Kysa Cheng 程芳小姐  
Phone 电话: (+8621) 50478600 ext. 6439  
Fax 传真: (+8621) 50478700  
Email 电子邮件: [fwc@qad.com](mailto:fwc@qad.com)

Address: Room 4202-05, Jin Mao Tower, 88 Shiji Dadao (Century Boulevard), Pudong New Area, Shanghai 200121, P.R.China

地址: 中国上海市浦东新区世纪大道 88 号金茂大厦 4202—4205 室 邮编: 200121

### Please read the following information before submitting your registration

#### 在注册登记提交前请阅读下列信息

- The registration must be received no later than 10 business days prior to the scheduled class date by Fax. 注册登记必须于课程开始日期至少十个工作日前通过传真提交至 QAD。
- QAD is unable to reserve seats without payment. Full payment or an approved P.O. must be submitted with your registration. 在未付款情况下 QAD 不会为其预留座位。注册时必须提交全额付款或经审核确认的 P.O。
- QAD reserves the right to cancel any class due to low enrollment and/or other circumstances beyond the control of QAD. In the event that a class is cancelled, all registered attendees will be notified no less than 10 business days before the scheduled class date. QAD is not responsible for airfare, lodging or other related expenses incurred on behalf of class registrants. 如果注册登记人数过少和/或发生其它超出 QAD 控制范围的情况, QAD 有权取消课程。在某一课程被取消时, 所有注册的人员会于课程开始日期前至少十个工作日内得到通知。 QAD 不负责因此造成的课程注册人员的飞机票, 住宿或其它相关费用。
- CANCELLATION POLICY: Requests for cancellations, transfers, or substitutions must be submitted in writing. Request may be faxed to our Service department at (8621) 50478700. Any registrations cancelled 6 or more business days prior to the originally scheduled class date will receive a refund for the amount of the class minus the administrative fee for that class. Administrative fees are printed on confirmation letters or can be obtained by contacting QAD Service department. Registrations cancelled 5 or less business days prior to the originally scheduled class date, as well as registrants who do not attend, **will forfeit the full registration fee**. Transfer (one time per attendee) and substitution requests must be received at least one business day prior to the scheduled class. **取消政策:** 课程取消, 换课, 或替代的请求必须通过书面方式提交。请求可以通过传真发送到 QAD 的 Service 部门, 传真号 (8621) 50478700。任何在课程开始日期前 6 个或是 6 个以上的工作日取消的注册, 都需支付相应管理费用, 该课程总费用扣除课程管理费用后的剩余金额将返还给注册人员。管理费用打印在确认通知函上, 也可以通过与 QAD 的 Service 部门联系进行询问。任何在课程开始日期前 5 个或不到 5 个工作日内取消的注册, 以及缺席课程的注册人员, **将不会获得任何退款**。换课 (一人限一次) 和替代的请求必须在课程开始日期至少一个工作日前提交至 QAD。

**Understand**  
**理解规范**

**Standards**  
**贯彻标准**

**Certification**  
**认可资质**

**Global Best Practice**  
**最佳实现**