MMOG/LE

MMOG/LE Version 7 project

Summary of changes

30th October 2026

MMOG/LE Version 7 project

Project kick-off

❑Automotive context

→The automotive industry has been facing difficult times with **increasing competition and complexity** due to new regulations, electrification targets in some regions, global suppliers' footprint…

→The Automotive Supply Chain has been agitated, having to cope with major **disruptions** (Tariffs, cyber-attacks…).

→In this context, the industry required to **capitalise on MMOG Version 6** issued in 2023, which was an extensively updated version, by improving the dissemination and consideration of best practices in Supply Chain Management. MMOG stakeholders have been calling for Version 7 to be an evolution, not a revolution.

❑Goals for Version 7

→To provide an updated catalogue of questions to meet the industry supply chain challenges.

→To assist the industry with obtaining greater visibility and communication in the supply chain.

MMOG/LE Version 7 project

Main points which were considered for Version 7 (1/3)

❑Review areas which are creating concerns or new interest in the Automotive Supply Chain

- **Cybersecurity** (without overlapping with IT assessments) to raise awareness of the importance of recovery plans through the supply chain.
- **ESG requirements** which were introduced with Version 6, to check if they are understood and up to date.
- Consider **advanced technologies** (e.g. Artificial Intelligence (AI), Internet of Things (IoT), data lakes, augmented reality, robotics…) to enhance supply chain skills, efficiency, productivity, and decision-making.

➔These 3 domains have been analyzed and confirmed as key topics, with the understanding that the industry will continue to follow and improve best practices in this regard.

❑Cascading MMOG/LE down the Supply Chain

- The question on how to encourage the supply chain Tiers to cascade MMOG/LE was considered. This led to a **strategic review of the role and structure of the "Basic" profile**.

➔The principle and structure of the "Basic" profile were confirmed, as they are well known to all MMOG users since version 4. The use of this version is encouraged throughout the automotive supply chain.

➔Version 7 reaffirmed the need to set high standards by retaining all "F3" Criteria from the "Full" version and by keeping similar weights for the Criteria common to the "Full" and "Basic" profiles.

MMOG/LE Version 7 project

Main points which were considered for Version 7 (2/3)

❑Make the MMOG/LE Catalogue more intuitive for newcomers

- Review **potential duplicate** Criteria
- **Improve wording**, use bullet points, use of shall/should…

➔ The structure of the MMOG/LE Catalogue remains unchanged. All elements - the Requirements, the Why Statements, the Criteria - are equally important for conducting **robust assessments**.

➔ With Version 7, wording efforts were made to **improve readability** and to **identify the auditable items**, notably with the use of shorter sentences, bulleted lists, separate paragraphs and revised examples.

➔ All "shoulds" were removed to be **more specific**.

➔ Assessors are expected to utilize the full range of available **guidance documents and supporting resources** ("Introduction and Instructions"; "Glossary"; "Comparison V6/V7"…), all of which have been formally reviewed and validated.

➔ In parallel of the release of Version 7, **MMOG.np will be refreshed** with a new front-end look and feel.

❑Assuring Assessors' competency

➔ It is strongly encouraged that all organizations' **MMOG/LE assessors have received an authorized AIAG/Odette MMOG/LE training certificate on the most recently published version**, to ensure self assessments meet the high level of standards required by our industry.

➔ **Quality audits methods and best practice** should be followed by the assessors. They are key for a constructive continuous improvement approach within the MMOG/LE scope. In 2027, Assessors will benefit from a **new guideline** on "Conducting better evaluations & audits", by following a process approach as an alternative to responding to the assessment in sequential order.

MMOG/LE Version 7 project

Main points which were considered for Version 7 (3/3)

❑ Adapt the Classifications to have a real-world hierarchy

- There is a **lack of progression between A, B and C Classifications**. Currently the scoring method makes it quite rare to obtain a Classification B.
- Clarify **what a Classification B means** for the concerned organizations.

➔ Classification B identifies controlled organisations where nevertheless **"Improvement is Needed"**, non-compliant to no more than **2 F3 criteria** and no more than **13 F2 criteria**. Total Score must be above **90%**.

➔ Classification ZB for Basic evolves similarly, non-compliant to no more than **2 F3 criteria** and no more than **13 F2 criteria**.

➔ New definition for Classification B:

Although most of the fundamentals of supply chain management are demonstrated the organization is deficient in several areas that compromises the efficiency of internal performance and may impact its ability to support the needs of the customer.

The organization is required to develop action plans to be implemented in a timeframe that meets the needs of the business and its customers, and support progression towards an A level classification.

➔ Definition for Classification ZB for Basic evolves similarly.

➔ Definitions for Classifications A and C, ZA and ZC for Basic are marginally changed to improve readability.

➔ Key descriptors are assigned to the Classifications for better clarity: **World Class** (A), **Improvement Needed** (B), **High Risk** (C), **Established Fundamentals** (ZA), **Further Development Needed** (ZB), **Significant Development Needed** (ZC).

MMOG/LE Version 7 project

What is new with MMOG/LE Version 7?

Chapter 1 (Strategy & Improvement)

- Environmental, Social and Governance (ESG) - Subchapter 1.2

  ✓ Criteria 1.2.1.1 - ESG related topics, **raised to an F2**

  →**The organization has taken into consideration ESG in its strategic plan.**

- Measurement, Analysis, and Action Plans - Subchapter 1.4

  ✓ Criteria 1.4.2.1 - Documented process for problem solving & corrective actions, **confirmed F3**

  →**The organization shall have a documented process for problem solving & corrective action applied to addressing deficiencies of SCM processes.**

  →**Wording improvement to clarify the requirement and how problem solving and corrective actions are linked.**

MMOG/LE Version 7 project

What is new with MMOG/LE Version 7?

Chapter 1 (Strategy & Improvement)

- Risk Assessment and Development - Subchapter 1.7

✓ Criteria 1.7.1.2. - Cybersecurity, **confirmed F3**

→**Cybersecurity threat remain a critical topic to be managed with the IT department.**
→**Rewording, process descriptions and examples highlight the importance of data management security certification and training users.**
→**Working with customers cybersecurity requirements and guidelines is key.**

✓ Criteria 1.7.1.4. - Proactively reducing the level of identified risks, **raised to an F2**

→**Identified risks, including cybersecurity prevention plans, are managed through a continuous improvement process that can benefit from the use of recent prevention tools and techniques.**

✓ Criteria 1.7.2.1. & 1.7.2.2. - Backup and contingency plans, **confirmed F3s**

→**Rewording and clarification of the – auditable – process steps to be covered.**

✓ Criteria 1.7.2.5. - Supply chain risk mapping, **confirmed F2**

→**Rewording and clarification of this process, to ensure risk sensing and monitoring.**

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What is new with MMOG/LE Version 7?

Chapter 2 (Work Organization)

- Crisis Management – (Old) Subchapter 2.5

  ✓ Subchapter 2.5. **deleted and merged with Subchapter 1.7 (Risk Assessment and Development)**

→**Simplification for assessors to find in Chapter 1, Risk Management and Crisis Management related requirements.**

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What is new with MMOG/LE Version 7?

Chapter 5 (Production and Product Control)

- Engineering Change Control – Subchapter 5.3

  ✓ Criteria 5.3.1.2. - Product and Process Change revision control, **confirmed F2**

  →**Wording improvement to clarify the scope and process requirements concerning the management of information and data, for the tracking and monitoring of product and process changes.**

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What is new with MMOG/LE Version 7?

Chapter 6 (Supplier Interface)

- Supplier Selection - Subchapter 6.1

  ✓ Criteria 6.1.1.4. - Sharing supplier information, **new F1, also included in Basic**

  →**Supplier information is consolidated in a system and readily available for the processes related to supplier management.**

- Supplier Compliance - Subchapter 6.2

  ✓ Criteria 6.2.1.1. - Supplier compliance required by the organization, **raised to an F2**

  →**ESG topics are fundamental in the supply chain, and they must be clearly specified with suppliers.**

- Supplier Communication - Subchapter 6.4

  ✓ Criteria 6.4.2.1. - EDI with suppliers, **confirmed F3, with a higher requirement**

  →**The organization shall use EDI with 100% of its supply base, or shall follow the customer's EDI requirements.**

  →**Clarified statement with an explicit 100% EDI target or in accordance with customer's requirements.**

MMOG/LE Version 7 project

What is new with MMOG/LE Version 7?

Chapter 6 (Supplier Interface)

- Packaging and Labelling - Subchapter 6.5

  ✓ Criteria 6.5.1.1. - Developing packaging and labelling with suppliers, **raised to an F2, included in Basic**

  →**Packaging and labeling solutions are key to sustain efficient flows with the supply base.**

- Supplier Assessment - Subchapter 6.8

  ✓ Criteria 6.8.1.2. - Assessing supply chain partners, **confirmed F2, included in Basic**

  →**A process is in place to assess the capability of supply chain partners by utilizing a formal process evaluation tool, MMOG/LE or equivalent, during new product launch and performance reviews.**

  →**This process evaluation is used in addition to supplier scorecards and KPIs.**

MMOG/LE Version 7 project

Version 7: The figures compared to v6

FULL

v7

Weight	Criteria	Points	Distribution (Criteria)	Distribution (Points)
F3	44	132	28%	41%
F2	77	154	48%	47%
F1	39	39	24%	12%
	160	**325**		

v6

Weight	Criteria	Points	Distribution (Criteria)	Distribution (Points)
F3	45	135	25%	39%
F2	77	154	44%	45%
F1	54	54	31%	16%
	176	**343**		

MMOG/LE Version 7 project

Version 7: The figures compared to v6

BASIC

v7

Weight	Criteria	Points	Distribution (Criteria)	Distribution (Points)
F3	44	132	47%	58%
F2	46	92	50%	41%
F1	3	3	3%	1%
	93	**227**		

v6

Weight	Criteria	Points	Distribution (Criteria)	Distribution (Points)
F3	45	135	47%	58%
F2	46	92	48%	40%
F1	5	5	5%	2%
	96	**232**		

MMOG/LE Version 7 project

Version 7: Classifications

FULL

Classification		
Rating	**Requirements**	**Meaning**
A World Class	1. Compliance to all F3, and 2. Non-compliance to no more than 8 F2-criteria and, 3. A total score of 95% or higher.	The organization is compliant in all key criteria and can demonstrate that the supply chain management processes in use at the facility are best practices. Annual assessments are carried out with the goal of ensuring sustainable and best practice processes. In support of continual improvement, the development of an action plan should be considered in order to eliminate any remaining unmet criteria.
B Improvement Needed	1. Non-compliance to no more than 2 F3 criteria and, 2. Non-compliance to no more than 13 F2-criteria and, 3. A total score of 90% or higher.	Although most of the fundamentals of supply chain management are demonstrated the organization is deficient in several areas that compromises the efficiency of internal performance and may impact its ability to support the needs of the customer. The organization is required to develop action plans to be implemented in a timeframe that meets the needs of the business and its customers, and support progression towards an A level classification.
C High Risk	1. Non-compliance to 3 or more F3 criteria or, 2. Non-compliance to 14 or more F2-criteria or, 3. A total score of less than 90%.	The organization is deficient in one or more key areas of supply chain management. This situation creates a high risk of disruption to customers and demonstrates a lack of efficiency and control of internal processes within the existing supply chain strategy. Management commitment will be required to create, prioritize and implement action plans in a timely manner to avoid serious or prolonged issues with the customer, and support progression towards an A level classification.

MMOG/LE Version 7 project

Version 7: Classifications

BASIC

Classification		
Rating	**Requirements**	**Meaning**
ZA Fundamentals Established	1. Compliance to all F3, and 2. Non-compliance to no more than 8 F2-criteria. 3. A total score is not considered.	The fundamentals of supply chain management are in place and the organization demonstrates evidence of process controls and continuous improvements efforts. However, the full version of the MMOG/LE Assessment needs to be completed in order to fully understand if industry best practices are being met.
ZB Further Development Needed	1. Compliance to no more than 2 F3, and 2. Non-compliance to no more than 13 F2-criteria. 3. A total score is not considered.	Although most of the fundamentals of supply chain management are demonstrated, the organization is deficient in several areas that compromises the efficiency of internal performance and may impact its ability to support the needs of the customer. The organization is required to develop action plans to be implemented in a timeframe that meets the needs of the business and its customers, and support progression towards a ZA level classification. To fully understand the level of risk and opportunities for improvement, it is recommended that the organization completes the full version of the assessment.
ZC Significant Development Needed	1. Non-compliance to 3 or more F3, or 2. Non-compliance to 14 or more F2-criteria. 3. A total score is not considered.	The organization is deficient in one or more key areas of supply chain management. This situation creates a high risk of disruption to customers and demonstrates a lack of efficiency and control of internal processes within the existing supply chain strategy. Management commitment will be required to create, prioritize and implement action plans in a timely manner to avoid serious or prolonged issues with the customer, and support progression towards a ZA level classification.

MMOG/LE

MMOG/LE Version 7 project

Comparison V6 and V7

30th October 2026