

JLR

供应商培训资料

Training Material for Supply Base

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Oct. 2018
CJLR PBO



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JLRQ 是什么，为什么需要获得 JLRQ

What is JLRQ, Why to Get JLRQ



- JLRQ是在2008年捷豹路虎从福特公司分离出来后于2010年推出的，其源自于福特公司所采用的Q1流程
- JLRQ是捷豹路虎有限公司的供应商绩效测评系统，用于评价供应商生产现场的绩效状态。

- JLRQ was launched in 2010 and is derived from Ford' s Q1 process following the separation of Jaguar and Land Rover from Ford in 2008.
- JLRQ is Jaguar Land Rover Limited' s supplier performance measurement system and determines supplier site performance status for their products.

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JLRQ 是什么，为什么需要获得 JLRQ

What is JLRQ, Why to Get JLRQ



发布给供应商工厂的
一种质量成就奖
**A Quality Achievement award,
issued at the Supplier
Manufacturing Plant level**

一系列基本的制造和
质量绩效评判准则
**A Set of fundamental
manufacturing and quality
disciplines**

供应商成功并驱动
持续改进的保障
**Ensures Supplier success and
drives continuous
improvement**

基于指标的过程方法
A Metrics based process

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每一个供应商都应该通过JLRQ的卓越模式来实现卓越
Every Supplier has to achieve excellence via the JLRQ Excellence Model

JLRQ 是什么，为什么需要获得 JLRQ

What is JLRQ, Why to Get JLRQ



方法:

- JLRQ应用一些重要指标判定供应商是否满足准入标准
- 并用相同的测评方法判断供应商是否保持JLRQ状态
- 供应商将获得某种状态标识
- JLRQ并非供应商独自达成，而是与奇瑞捷豹路虎有限公司共同合作的结果

Approach:

- JLRQ applies a few vital metrics to determine which suppliers qualify for JLRQ
- The same measurements will be used to establish who will keep JLRQ status.
- Suppliers are expected to attain a certain mark
- Suppliers aren't expected to achieve JLRQ independently – it is a relationship.

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Scoring Thresholds				
		Metric	Points	JLRQ Status
Field Service Action	Any supplier responsibility	1st six months	-250 points	Revoked
Stop Shipment	Any supplier responsibility	0 in six months	0 points	Revoked
		1 in six months	-60 points	
PPM Commodity Performance ●●●	Production 0	Step 1: Improvement vs. Industry Commodity PPM:		
		90%	+100 points	Revoked
		75% to 99%	+75 points	
		50% to 74%	+50 points	
		25% to 49%	+20 points	
		1% to 24%	+10 points	
		0% to 5%	0 points	
		1% to 24%	-25 points	
		-25% to -49%	-50 points	
		-50% to -74%	-100 points	
-75% to -99%	-150 points			
≥ 100%	-160 points			
		Remains +100 pts unless commodity PPM exceeds industry PPM		
		Step 2: Exceed Industry Commodity PPM in any month for any commodity during the next five months	-250 points	Revoked
PPM 6 Month Site ●●●	Production	0 PPM	+100 points	
		1 PPM to 60 PPM	-60 points	
		61 PPM to 100 PPM	0 points	
Delivery Rating ●●	Production	100	+100 points	Revoked
		97 to 99	+60 points	
		81 to 96	0 points	
		below 81	-250 points	
Manufacturing Site Assessment		Site Assessment or Site Action Plan is late or Site Action Plan is ineffective (refer to Appendix C)	1st notice: -50 points 2nd notice: -250 points	Revoked
Violation of Trust		A trust issue which severely impacts the ongoing Ford-Supplier business relationship (refer to Appendix B)	-250 points	Revoked
Warranty		Warranty not part of JLRQ scoring at this time.		

* Negative points are only assigned for sites with PPM greater than 400
 † Invoice delivery data reported but not part of JLRQ score
 ‡ Requires at least two months of shipping activity to receive any points
 †† Negative points do not apply to Production six-month site PPM
 ††† Commodities ≥ 97% of site six-month shipments are considered for Q1 commodity performance.

JLRQ 是什么，为什么需要获得 JLRQ

What is JLRQ, Why to Get JLRQ



获得JLRQ会有很多收益，最重要的是，JLRQ成员会被视为行业内最佳水平，受到尊重和嘉奖

Your JLRQ status has many benefits, most importantly, membership among the industry's best, with the associated respect and rewards



认可！ Recognition!

- 获得JLRQ证书标志着你的工厂满足了所需求的质量和供货业绩
- Displaying the JLRQ Certificate is a sign that your facility meets accepted standards of quality and supply performance.



宣传和广告！ Publicity and Advertising Privileges!

- 获得JLRQ的工厂可以在国内展示JLRQ牌匾，使用JLRQ的声誉来宣传你的企业。
- JLRQ plaque can be displayed in supplier site to advertise and publicize your company with the additional prestige of JLRQ.



自我认证！ Self-Certification!

- 获得JLRQ的供应商，经STA同意，可以按照ISO/TS 16949的要求自我认可PPAP要求。
- As a JLRQ supplier, you will be eligible, with STA concurrence, to self-certify to the PPAP requirements of ISO/TS 16949.



奇瑞捷豹路虎的首选供应商！

Preferred Status with Chery Jaguar Land Rover!

JLRQ 是什么，为什么需要获得 JLRQ

What is JLRQ, Why to Get JLRQ

JLRQ 申请路径

JLRQ Application Journey



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JLRQ 要求 – 现场资质

JLRQ Requirements - Site Eligibility



- 现场必须为生产件的外部制造现场
Site must be an external manufacturing location of production parts

- ✓ Site = MFG Code
制造现场 = MFG Code

在SRM中只有MFG Code下有JLRQ相关数据，所有JLRQ相关业绩均基于MFG Code计算。
In SRM, only MFG code will have JLRQ data. All the performance are calculated based on MFG Code.

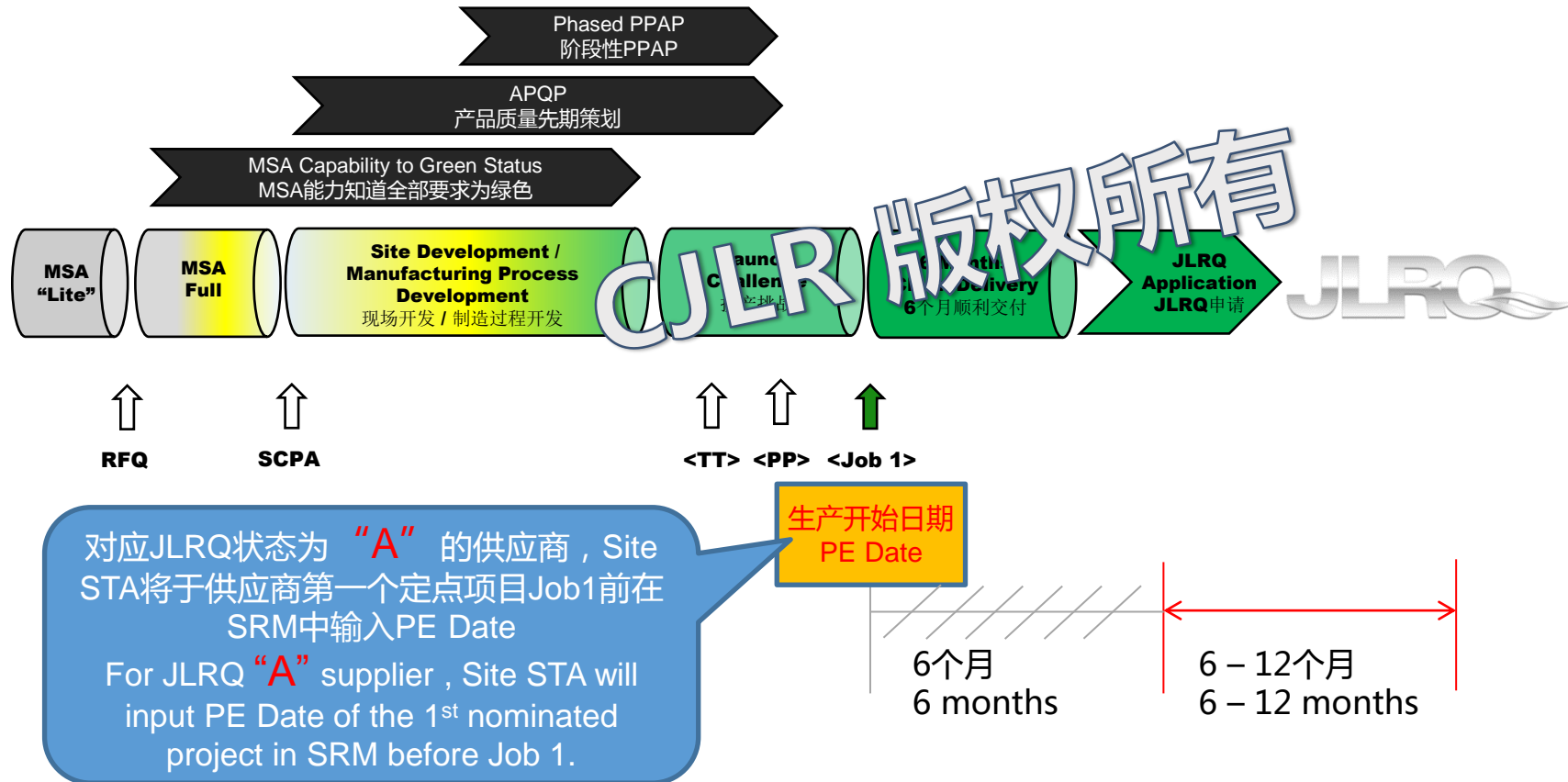
- X 非制造型供应商 - 如仓库、销售办公室、技术中心等。
Non-Manufacturing Supplier Site - warehouse, sales office, technical center, etc.

JLRQ 要求 – 现场资质

JLRQ Requirements - Site Eligibility



- 从生产开始日期起，现场必须至少供货6个月
Starting from PE (Production Established) Date, Site must be shipping for at least 6 months



JLRQ 要求 – 现场资质

JLRQ Requirements - Site Eligibility



Basics			
Supplier Code	JS199	Supplier English Name	NANJING TATA AUTOCOMP SYSTEMS LIMITED
JLRQ Points	750	Last Update Date	May 26, 2016
PE Date	Nov 28, 2014		
JLRQ Status	D		
Capable System Points			
Points	-250		
Ongoing Performance			
Site PPM Points			
Production	50(No positive JLRQ points allowed)		
Low Commodity Points			
(Only)Production	0		
Delivery Performance Points			
Production	50(No positive JLRQ points allowed)	Service	Not Counted Into JLRQ Points
Field Action Points	0	Stop Shipment Points	0
		Violation Of Trust Points	0

PE Date输入后才开始进行：

- PE Date之后的 3个月、6个月和12个月PPM的计算
 - JLRQ分类计算
- Only when PE Date is input, it starts:
- 3-Month / 6-Month / 12-Month PPM calculation starting from PE Date
 - JLRQ scoring

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JLRQ 要求 – 现场资质

JLRQ Requirements - Site Eligibility

PE Date 未输入或晚于当前日期时，在SRM中的显示。
When PE Date is not input, what shows in SRM.

Basic Information			
Capable System			
Site PPM			
LCC PPM			
Delivery Performa...			
Field Action			
Stop Shipment			
Violation of Trus...			
MSA			
Launch			
Basics			
Supplier Code	AH017		
JLRQ Points	JLRQ Not Applied		
PE Date			
JLRQ Status	D		
Capable System Points			
Points	N/A		
Ongoing Performance			
Site PPM Points			
Production	N/A	Service	Not Counted Into JLRQ Points
Low Commodity Points			
(Only)Production	N/A		
Delivery Performance Points			
Production	N/A	Service	Not Counted Into JLRQ Points
Field Action Points			
Field Action Points	N/A	Stop Shipment Points	N/A
Violation Of Trust Points			

Basic Information	
Capable System	
Site PPM	
LCC P	
Launch	
Basics	
Supplier Code	ZJ140
JLRQ Points	JLRQ Not Applied
PE Date	Jul 6, 2016
JLRQ Status	A
Capable System Points	
Points	N/A
Ongoing Performance	
Site PPM Points	
Production	N/A
Low Commodity Points	
(Only)Production	N/A
Delivery Performance Points	
Production	N/A
Field Action Points	
Field Action Points	N/A

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JLRQ 要求 – 现场资质

JLRQ Requirements - Site Eligibility

JLRQ Status Codes JLRQ 状态代码

初始状态
Initial status

D	需要采取行动：新的供应商现场，需要开展JLRQ MSA现场评估。 Disposition Required: New Supplier Site requires a JLRQ Manufacturing Site Assessment.
A	趋近于获得JLRQ认证：供应商现场有望在正式生产日（PE）12个月内获得JLRQ证书。 Working Towards JLRQ: Supplier Site is expected to achieve JLRQ within 12 months of PE Date.
W	能力体系要求豁免：供应商现场必须满足JLRQ的持续业绩要求，可以用一个JLRQ能力体系要求以外的可替换的质量管理体系来满足MSA要求。 Capable System Requirements Waived: Supplier Site must meet JLRQ On-going performance Requirements and it may use an alternate Quality Management System to satisfy MSA expectations.
N	低供货量供应商：供应商由于产品供货数量少/频率低（和/或不规律）而不满足JLRQ的要求，并且不满足能力体系要求。供应商必须满足小批量供货的MSA要求。 Low Volume Supplier: Supplier does not meet JLRQ Requirements due to volume/frequency of supply being low and/or intermittent in nature and does not meet Capable Systems requirements. Supplier must meet the Low Volume MSA requirements.
X	JLRQ认证拒绝：由于时机或非JLRQ供应商不满足JLRQ的持续业绩要求。 JLRQ Approval Denied: Supplier Site does not meet JLRQ Requirements due to timing or non-JLRQ Supplier Site does not meet the On-going performance requirements of JLRQ.
Y	获得JLRQ认证：已向供应商现场授予JLRQ。 JLRQ Achieved: Supplier Site has been awarded JLRQ.
R	撤销JLRQ认证：供应商现场由于业绩或客户满意度问题而失去JLRQ认证。 JLRQ Revoked: Supplier Site has lost JLRQ due to performance or customer satisfaction issue.
Z	非制造型供应商 - 如仓库、销售办公室、技术中心等。 Non-Manufacturing Supplier Site - warehouse, sales office, technical center, etc.
2	STA参与管理的不直接向CJLR供货的二级供应商（DT2）。 Tier 2 STA supported Supplier Site with no direct products shipped to CJLR.

JLRQ 要求 – 现场资质

JLRQ Requirements - Site Eligibility



允许的代码变更 Permissible code changes:

		至 (目标状态) To (Requested)										
		新供应商 New	D	A	W	N	X	Y	R	Z	G	
自 (当前状态) From (Current)	新供应商 New		✓	✗			✗	✗	✗	✓	✓	✓
	D	✗		✗		✗	✓	✓	✗	✓	✓	✓
	A	✗	✗		✗	✗	✓	✓	✗	✗	✗	✗
	W	✗	✓	✗		✗	✓	✗	✗	✗	✗	✗
	N	✗	✓	✗	✗		✓	✗	✗	✗	✗	✗
	X	✗	✓	✗	✗	✗		✓	✗	✗	✗	✗
	Y	✗	✓	✗	✗	✗	✗		✓	✗	✗	✗
	R	✗	✓	✗	✗	✗	✗	✓		✗	✗	✗
	Z	✗	✓	✗	✗	✗	✗	✗	✗		✗	✗
	Z	✗	✓	✗	✗	✗	✗	✗	✗	✗		✗
G	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓		

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JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules

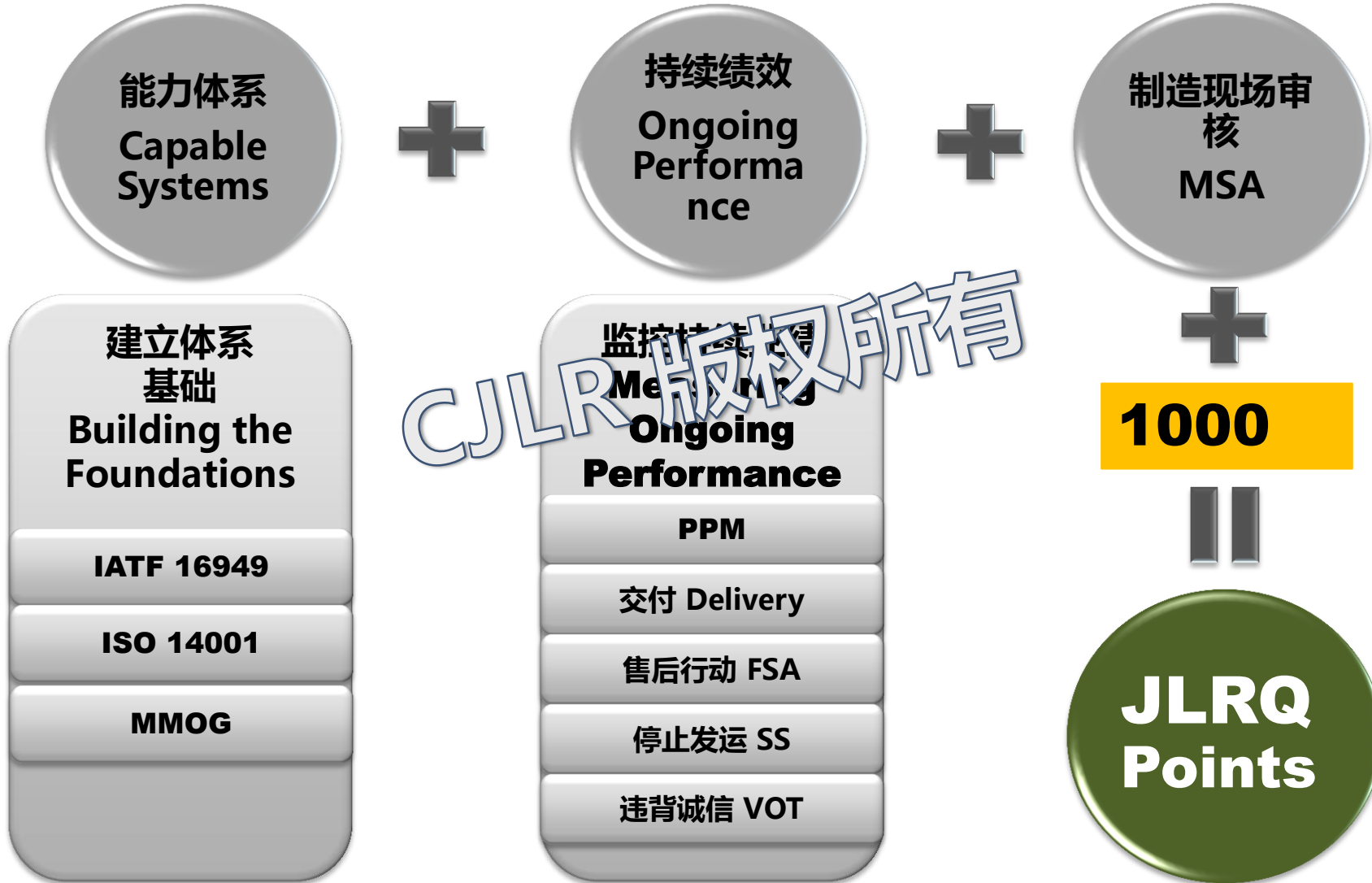


- JLRQ分数基准为1000分。
JLRQ Score baseline is 1000
- 分数调整依据：制造现场评估、能力体系、持续绩效。
Scoring adjustments are based on: Manufacturing Site Assessment, Capable Systems, Ongoing Performance.

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JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules



JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules



- 供应商首次授予要求 ≥ 1000 分
1000 points is required for supplier 1st awarding
- 在供应商获得JLRQ授予后，保持JLRQ状态的得分应至少为800分。当供应商JLRQ得分小于800分时，系统将自动推荐“R 撤销状态”，但是否撤销，由Site STA做出最终决定。
JLRQ score must be at least 800 points to maintain R status after supplier site has got JLRQ award. System will automatically recommend "R" status when JLRQ score is lower than 800 points.
- 如果任一指标出现 -250分，则其它指标不得为正分。（SRM中仍将显示其正分，并在旁边显示“**No positive JLRQ points allowed**”，表明该正分不计入JLRQ总分）
If a -250 point score occurs for any metric, positive points are not applied from any other metric. (The positive points still display in SRM, and “**No positive JLRQ points allowed**” displays besides the points, which means the positive points will not be counted into JLRQ overall score.)

JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules



Basic Information				Capable System	Site PPM	LCC PPM	Delivery Performa...	Field Action	Stop Shipment	Violation of Trus...	MSA	>>
JLRQ Points	600	Lastest Update Date	Aug 15, 2016									
PE Date	Nov 28, 2014	JLRQ Recommendation Status										
JLRQ Status	A	JLRQ Status Change Date										
Capable System Points												
Points	-250											
Ongoing Performance												
Site PPM Points												
Production	100(No positive JLRQ points allowed)	Service	Not Counted Into JLRQ Points									
Low Commodity Points												
(Only)Production	100(No positive JLRQ points allowed)											
Delivery Performance Points												
Production	50(No positive JLRQ points allowed)	Service	Not Counted Into JLRQ Points									
Field Action Points	0	Stop Shipment Points	0	Violation Of Trust Points	0							
MSA												

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JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules



- ❖ 针对定点的供应商，当Site STA认为其有望在PE Date的6~12个月内满足JLRQ要求时，在系统中申请将“D”状态变更为“A”状态。
For nominated suppliers, when the supplier Site is expected to achieve JLRQ within 6- 12 months of PE Date, Site STA should apply for changing the JLRQ status from “D” to “A” .
- ❖ 当向“Y”变更时，系统将总是检查客户背书是否为批准状态以及附件是否上传，不满足条件时，系统将阻止变更申请。
When change status to “Y” , system will always check if documents are approved and attachments are uploaded; otherwise system will not allow to submit status change request.
- ❖ 当前状态为“Y”，当JLRQ分数小于800分（不包括）时，系统将自动推荐“R”状态，并且发邮件给Site STA, 高级经理和供应商。当推荐状态为“R”状态保持连续3个月时，系统将发邮件给STA总监。
When the current status is “Y” , and when JLRQ score is less than 800, the recommendation status will be “R” . When “Recommendation Status” is “R” , send email notification to Site STA, Sr. Mgr and supplier. If “R” stays in “Recommendation Status” for consecutive 3 months, system send email notification to STA Director.
- ❖ 当状态为“R”时，将至少保持6个月，直至Site STA申请变更为其它状态。
If actual status changed to "R", then "R" will be kept for at least 6 months until STA apply to change to other status.

JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRO Rules

Basic Information		Capable System	Site PPM	LCC PPM	Delivery Performa...	Field Action	Stop Shipment	Violation of Trus...	MSA	>>
← Launch [Icons]										
Basics										
Supplier Code		Supplier English Name	Leoch Battery (Jiangsu) Corp.							
JLRQ Points	450	Last Update Date	May 10, 2016							
PE Date	Nov 28, 2014	Recommendation Status	R							
JLRQ Status	Y	JLRQ Status Change Date	On Apr 12 2016, Status Changed to Y							
Capable System Points										
Points	-250									
Ongoing Performance										
Site PPM Points										
Production	0									
Low Commodity Points										
(Only)Production	-150									
Delivery Performance Points										
Production	0	Service	Not Counted Into JLRQ Points							
Field Action Score	0	Stop Shipment Score	0	Violation Of Trust Points	0					
MSA										
Points	-150									
Customer Endorsement Status										
MP&L	Revoke	Plant Quality	Revoke	STA	Revoke					

当前状态为“Y”且JLRQ分数小于800分（不包括JLR系统会自动维持“R”状态。

When the current status is “Y”, and when JLRQ score is less than 800, the recommendation status will be “R” .

JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules



- 如果一个制造现场无最近 6个成熟月PPM数据或交付数据，则该现场JLRQ的SRM汇总页面上将显示“N/A”。
A site missing correspondence PPM data or delivery data for the last 6 Mature Months will have "N/A" displayed in the site JLRQ Information screen.
- 如果出现“N/A”，将导致“Incomplete”（不完整）JLRQ分数。此处“不完整”的意思仅指数据缺失，并非指绩效不佳。
Any "N/A" situation will result in an "Incomplete" JLRQ score. "Incomplete" only means missing data but does not necessarily mean poor performance.
- SRM在**每月中旬（15日）**刷新JLRQ分数。但在SRM刷新数据之间的期间，JLRQ分数不作更新。
JLRQ Scoring is updated with the SRM Refresh **in the middle of every month (15th)** JLRQ Scoring is not updated between these refreshes.
- SRM**每天**更新JLRQ各部分的数据，以便STA和供应商及时监测供应商绩效。
SRM updates each JLRQ section data **every day** to support STA and Supplier to monitor the performance timely.

JLRQ 要求 – JLRQ总则

JLRQ Requirements - General JLRQ Rules



Basic Information		Capable System	Site PPM	LCC PPM	Delivery Performa...	Field Action	Stop Shipment	Violation of Trus..
Basics								
Supplier Code	JS087	Supplier English Name	Kun Shan Tiansheng Auto Parts Ltd.					
JLRQ Points	750(Incomplete!)	Lastest Update Date	Aug 15, 2016					
PE Date	Nov 28, 2014	JLRQ Recommendation Status						
JLRQ Status	N	JLRQ Status Change Date	On May 24 2016,Status Changed to N					
Capable System Points								
Points	-250							
Ongoing Performance								
Site PPM Points								
Production	N/A	Service	Not Counted Into JLRQ Points					
Low Commodity Points								
(Only)Production	N/A							
Delivery Performance Points								
Production	0	Service	Not Counted Into JLRQ Points					

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Data below refreshed as of Aug 19, 2016

Production Parts and Service Parts shipped in the last 13 months													Immature
PPM Production:	Jul, 2015	Aug, 2015	Sep, 2015	Oct, 2015	Nov, 2015	Dec, 2015	Jan, 2016	Feb, 2016	Mar, 2016	Apr, 2016	May, 2016	Jun, 2016	Jul, 2016
Receipts													
Rejects													
Rework													
Total PPM	-	-	-	-	-	-	-	-	-	-	-	-	-
12 Month PPM: -							6 Month PPM: -			3 Month PPM: -			

无发货记录
No Delivery Records

JLRQ 要求 – JLRQ 客户背书

JLRQ Requirements - JLRQ Customer Endorsement



- 一旦供应商现场满足能力体系、持续绩效和制造现场评审的JLRQ要求时，此供应商现场即可向奇瑞捷豹路虎工厂的工厂质量、MP&L以及STA申请客户背书。

Once the Supplier Site has satisfied JLRQ requirements in Capable Systems, On-going Performance and Manufacturing Site Assessment, the Supplier Site can apply for customer endorsements from CJLR Plant Quality, MP&L and STA.

- 背书有效期不超过6个月。背书仅证明最近6个月生产准备中对供应商现场JLRQ要求的确认。Endorsements are not acceptable if more than 6 months old. Endorsements consider the most recent 6 months of those JLRQ requirements relevant to the endorsing organisation.

JLRQ 要求 – JLRQ 客户背书

JLRQ Requirements - JLRQ Customer Endorsement



Department	File Names	Actions	Status	Update Date	Comment
MP&L					
Plant Quality					
STA					

当STA申请的“R”状态获批后，系统会自动将endorsement的状态变更为“R”。
System automatically set all endorsement status to Revoke, once JLRQ Status Application was approved changing to R.

JLRQ 要求 – JLRQ 客户背书

JLRQ Requirements - JLRQ Customer Endorsement



PQ & STA 背书要求 PQ & STA Endorsement Requirements:

- JLRQ总分（数据源自SRM。最低要求800分，首次授予最低要求1000分）
Current JLRQ Score (Data Obtained from SRM. Minimum required is 800, Minimum required is 1000 for the 1st Awarding)
- 6个月QR呈现改善或持平趋势（数据来自SAP和IQ团队的统计）
Six month QR trend shows improvement or flat trend. (Data from SAP and statistical data by IQ)
- 6个月PPM与行业平均比率（数据源自SRM。用于现场PPM计算的最近的6个月产品组PPM小于行业产品组平均PPM的150%。）
6 Month PPM Against Commodity Average (Data from SRM, worst performing commodity for supplier code. Must be less than 150% of commodity average)
- MSA状态（MSA为“可接受”状态 – 按时完成、结果为绿色或针对黄色或红色项有改进为绿色的行动措施）
MSA Status (MSA “Acceptable”, (Complete, green or including plans to recover yellows & reds to green))
- 最近6个月内无售后现场服务或停止发运
No Field Actions or Stop Shipment in last 6 months
- 在30天内完成永久性纠正措施或按达成一致的计划完成
All Aims to have Permanent Corrective Action (or bought off fix with timing plan) within 30 days

JLRQ 要求 – JLRQ 客户背书

JLRQ Requirements - JLRQ Customer Endorsement



物流背书要求

MP&L Endorsement Requirements:

- 交付评级6个月加权平均值大于或等于81
Six month weighted average of the delivery rating is greater than or equal to 81, AND
- 过去3个月交付评级为100分（包括非成熟月）。
Last three months of delivery ratings are greater than or equal to 100 (includes immature month).
可接受。
Please note that delivery ratings min. 96 points may be accepted if overall performance of the Supplier is satisfactory AND
- MMOG/LE自我评估 - A级
MMOG/LE Self-Assessment – Level A

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- ❖ JLRQ 基本要求 JLRQ Basic Requirements
- ❖ **JLRQ 分数计算规则 JLRQ Scoring Rules**
- ❖ JLRQ 在SRM系统中的总览 JLRQ Overview in SRM
- ❖ JLRQ 认证过程 JLRQ Certification Process

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JLRQ 分数计算规则 – 概述

JLRQ Scoring Rules – Overview



绩效指标 PERFORMANCE METRICS	JLRQ分数调整范围 POTENTIAL JLRQ SCORE ADJUSTMENTS
1. 能力体系 Capable Systems	0或-250分 0 or -250 Points
2. 持续绩效 On-going Performance	
2.1 供应商工厂整体PPM Overall Supplier Site PPM	100至0分 100 to 0 Points
2.2 细分产品组PPM Low Commodity PPM	100至-250分 100 to -250 Points
2.3 交付业绩 Supplier Delivery Performance	100至-250分 100 to -250 Points
2.4 保修 Warranty	不计入JLRQ Not used in JLRQ
2.5 市场服务行动 Field Service Actions	0或-250分 0 or -250 Points
2.6 停止发运 Stop Shipment	0, -100或-250分 0, -100, or -250 Points
2.7 违背诚信 Violation of Trust	0或-250分 0 or -250 Points
3. 制造现场评估 Manufacturing Site Assessment	0, -150或-250分 0, -150 or -250 Points

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如果以上任何一项的分数为-250分，则其它项不得授予正分。
If a -250 point score occurs for any metric, positive points are not applied from any other metric.

JLRQ 分数计算规则 – 能力体系

JLRQ Scoring Rules – Capable Systems

- 能力体系 (0或-250分)
Capable Systems (0 or -250 Points)
- 满足所有需要的认证/评估，0分调整；否则-250分
Satisfying all required certificates/assessments results in 0 point adjustment, otherwise – 250 point.
- IATF 16949 & ISO14001 证书有效期3年，MMOG (A级) 有效期1年
IATF 16949 & ISO14001 certificate validity 3 years, MMOG (A level) validity 1 year

Site STA核实证书是否由合格的机构颁发
Site STA check certificates are from authorized C

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供应商在SRM系统中输入
Supplier input in SRM

Capable System									
ISO/TS 16949 Number	123	Valid From Date		Valid End Date		Attachment	Cert-0000047	Waive	No
ISO14001 Number	234	Valid From Date	Mar 1, 2015	Valid End Date	Apr 11, 2016	Attachment	Cert-0000051	Waive	No
MMOG Result	A	Valid From Date	May 8, 2015	Valid End Date	May 6, 2016	Attachment	Cert-0000052	Waive	No
Points	-250	emxSourcing.JLRQBasicInformation.Last_Update 2016							

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JLRQ 分数计算规则 – 能力体系

JLRQ Scoring Rules – Capable Systems



- Capable system证书有效期结束前3个月，每周一通知供应商和Site STA
Both STA and supplier will be notified every Monday that Capable System certificates will be expired in three months.
- 在证书过期前，供应商需维护新的证书和有效期。
Before Certificates expire, supplier should upload new certificate and maintain new validity dates.

JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM

1. 两个指标用于计算供应商PPM对JLRQ总分数的影响。

Two metrics are used to calculate the Suppliers PPM and impact to their JLRQ Points.

2. 这两个指标共同作用，影响JLRQ分数，并且触发产品组PPM第二步规则---更加严格的要求。

The combination of these two metrics will result in JLRQ score adjustment and initiate the Step 2 Rule, which is used to monitor Supplier through a stricter Performance Requirement

6个月Site PPM
6 Month
Overall Site
PPM

6个月产品组
PPM
Low
Commodity 6
Month PPM

JLRQ 分数
JLRQ Point
Contribution

详解见后续PPT
The following presentation will detail the Operational Models to explain the interactions and desired outcomes.

JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM



6个月（成熟月）现场 PPM

6-month (Mature Month) Site PPM

❖ 计算公式

Formula

PPM = (拒收数量 + 返工数量) / 接收总数量

PPM = (Reject Qty + Rework Qty) / Total Receipt Qty

❖ 现场 PPM 总体规则

Site PPM General Rules

- 如果供应商现场在过去6个月内的生产件收货少于2个月，则无正分。
Positive points are not allowed if the site has fewer than 2 months of production receipts in the last 6 mature months
- 供应商现场在过去6个月成熟月内无发货时，则SRM中供应商现场JLRQ汇总信息屏上会显示“N/A”。
"N/A" in the site JLRQ Information screen in SRM if the site has no production receipts or rejects in the last 6 mature months.

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JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM

- ❖ JLRQ 分数调整 (0, 50 或 100分)
JLRQ Score Adjustment (0, 50 or 100 points)

PPM 值 PPM Score	JLRQ 分数 JLRQ Points
0 PPM 0 PPM	+ 100分 + 100 points
1 PPM-60 PPM 1 PPM to 60 PPM	+ 50分 + 50 points
61 PPM 及以上 61 PPM and above	0分 0 points

注意 Attention:

Site PPM 400 以下产生影响:

Site PPM 400 以下产生影响:

影响 LCC PPM 第一步 JLRQ 分数
affects Low Commodity PPM rule
1 JLRQ points, and

- 是触发 LCC PPM 第二步规则的因素之一
is one of the trigger of Low
Commodity PPM rule 2

详见后续解释
Details see following slides.

JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM



Basic Information Capable System Site PPM LCC PPM Delivery Performa... Field Action Stop Shipment Violation of Tru MSA													
Site PPM Production Part L... Service Part List													
													上个月
Production Parts and Service Parts shipped in the last 13 months													Immature
PPM Production:	Apr, 2015	May, 2015	Jun, 2015	Jul, 2015	Aug, 2015	Sep, 2015	Oct, 2015	Nov, 2015	Dec, 2015	Jan, 2016	Feb, 2016	Mar, 2016	Apr, 2016
Receipts	0.000	232550.000	242235.000	269843.000	261288.000	395613.000	444626.000	688439.000	673053.000	630775.000	518575.000	672281.000	379207.000
Rejects	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.000
Rework	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total PPM	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.2
12 Month PPM: 0.0				6 Month PPM: 0.0				3 Month PPM: 0.0					
Production Site PPM Points:0							Last Update Date:May 10, 2016						
PPM Service:	Apr, 2015	May, 2015	Jun, 2015	Jul, 2015	Aug, 2015	Sep, 2015	Oct, 2015	Nov, 2015	Dec, 2015	Jan, 2016	Feb, 2016	Mar, 2016	Apr, 2016
Receipts													
Rejects													
Rework													
Total PPM	-	-	-	-	-	-	-	-	-	-	-	-	-
12 Month PPM: -				6 Month PPM: -				3 Month PPM: -					
Service Site PPM Points:Not Counted Into JLRQ Points							Last Update Date:-						

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JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM



6个月（成熟月）细分产品组 PPM

6-month (Mature Month) LCC PPM

❖ 计算公式 Formula

$$\left(1 - \frac{\text{6个月细分产品组PPM}}{\text{细分产品组行业平均PPM}}\right) \times 100\%$$

$$\left(1 - \frac{\text{6 Month LCC PPM}}{\text{LCC Industry Average}}\right) \times 100\%$$

❖ 细分产品组 PPM总体规则

LCC PPM General Rules

- 只有当某产品组的发货量占该供应商总发货量等及以上大于10%时，该产品组才会被考虑进行产品组PPM计算。
Only commodities representing 10% or more of the total site receipts are considered
- 与JLRQ行业产品组PPM相比较，绩效最差的产品组将被选择用于计分
Based on the worst performing site commodity compared to the JLRQ Industry commodity PPM.
- 绩效最差产品组 – 比分最低的产品组
Worst performing commodity – one with the lowest points.
- “行业” 定义为供应相同的细分产品组代码的零件号的所有外部供应商的集合
Industry is defined as all external supplier shipments of part numbers with the same low commodity code

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JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM



❖ 细分产品组PPM两步评分规则：

Two-Step Low Commodity PPM rule:

- 第1步：按通常规则评分——供应商现场未进入第2步评分。分数以采用6个月PPM的评分表中的分数为准。如果供应商现场得到-150分，则在后面5个月开始第2步评分。
Step 1: Normal Scoring – site is not on Step 2 scoring. Site is scored on the scoring table using 6 month PPM. If a site receives a -150 point score, Step 2 scoring will be initiated for the following 5 months.
- 如果产品组均不满足发货量10%规则，则供应商现场将获得0分
If no commodity greater than 10% is found, the site receives 0 points.
- 如果6个月现场PPM ≤ 400 且第2步未实施时，则负分不适用。
No negative points are applied if the 6-month site PPM ≤ 400 and Step 2 is not already in effect.

JLRQ 分数计算规则 – 持续绩效 - PPM

JLRQ Scoring Rules – Ongoing Performance - PPM



第 1 步 6 个月 PPM Step 1 6 Month PPM	
比较百分比 Comparison Percent	分数 Points
100%	+100 points
75% to 99%	+75 points
50% to 74%	+50 points
25% to 49%	+20 points
11% to 24%	0 points
0% to 10%	-5 points
-1% to -24%	-50 points
-25% to -49%	-100 points
-50% to -74%	-125 points
-75% to -99%	-150 points
≤ -100% Less than or equal to -100%	当前月为-150，同时在以后 5 个月启动 第 2 步评分规则。 -150 in the current month AND Initiates Step 2 Scoring rule for the following 5 months

当6个月的LCC PPM比行业水平差时，需要考核6个月现场PPM的情况：

When 6-month LCC PPM worse than Industry Low Commodity Average, Site PPM score to be used for JLRQ points:

- 当6个月现场PPM > 400时，JLRQ分数依据左侧表格
If 6-month Site PPM > 400, JLRQ points are in accordance with the table left.
- 当PPM ≤ 400时，JLRQ为0分
If 6-month Site PPM ≤ 400, JLRQ points = 0

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM



❖ 细分产品组PPM两步评分规则：

Two-Step Low Commodity PPM rule:

- 第2步：合格（-150）或不合格（-250）评分基于**单月 PPM**与JLRQ行业产品组PPM对比。
对于第2步中的成熟月，供应商现场任一产品组（满足发货量 $\geq 10\%$ 规则）的PPM均不得超过其对应的JLRQ行业产品组的PPM，否则供应商现场将被扣250分。具体受到影响的月份将被标注通过或未通过第2步。

Step 2: Pass (-150) or Fail (-250) scoring is based on **individual month PPM** comparison to the JLRQ Industry Commodity PPM.

For the mature months subject to Step 2, the site commodity PPM cannot exceed the JLRQ Industry Commodity PPM in any month for any commodity ($\geq 10\%$ of receipts), or the site will lose 250 points. Each Commodity will be indicated as Passing or Failing Step 2.

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM



- ❖ 细分产品组PPM两步评分规则：
Two-Step Low Commodity PPM rule:

解除第2步的规则：

Process for removal of Step 2:

- 供应商将从被标识的那个月（-150分得分）开始直至后续的5个月（-150分或-250分）一直保持在第2步评分规则中，除非原来或最近6个月导致PPM进入第1步的评分得到调整，则第2步评分基准将由系统自动解除。

A site will remain on Step 2 scoring for the month identified (-150) and the next 5 months (-150 or -250). If PPM adjustments have been made in the system and no Step 1 violation remains in the original or any later 6 month period, the Step 2 scoring flag will be removed automatically.

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

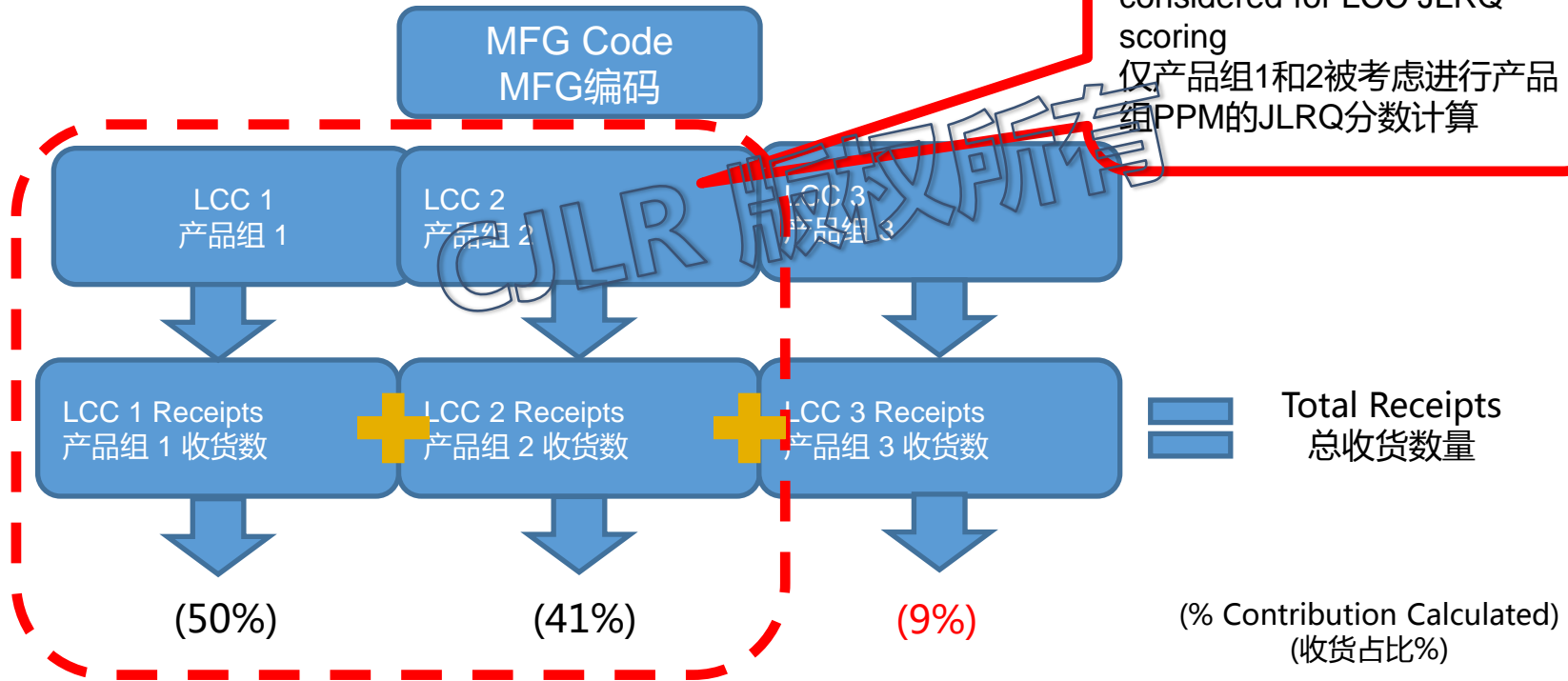
JLRQ Scoring Rules – Ongoing Performance - LCC PPM

第 1 步 6 个月 PPM Step 1 6 Month PPM	
比较百分比 Comparison Percent	分数 Points
100%	+100 points
75% to 99%	+75 points
50% to 74%	+50 points
25% to 49%	+20 points
11% to 24%	+10 points
0% to 10%	0 points
-1% to -24%	-25 points
-25% to -49%	-50 points
-50% to -74%	-100 points
-75% to -99%	-125 points
≤ -100% Less than or equal to -100%	当前月为-150，同时在以后 5 个月启动第 2 步评分规则。 -150 in the current month AND Initiates Step 2 Scoring rule for the following 5 months
第 2 步 检查每个成熟月的每个产品组单月 PPM (满足 ≥10% 发货量规则)	
Step 2 - Single Month PPM for every commodity ≥10% of receipts is checked for each mature month subject to Step 2 (as noted on SRM JLRQ LCC PPM page)	
所有产品组 PPM ≤ 对应 JLRQ 行业产品组 PPM PPM ≤ JLRQ Industry Commodity PPM for each commodity in each month	通过第 2 步, -150 分 Passes Step 2, -150 points
任一产品组 PPM > 对应 JLRQ 行业产品组 PPM PPM Exceeds JLRQ Industry Commodity PPM in any commodity/any Step 2 month	未通过第 2 步, -250 分 Fails Step 2, -250 points

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM

10%接收率规则: 10% Receipt Rule



JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM

第1步规则: Step1 Rules

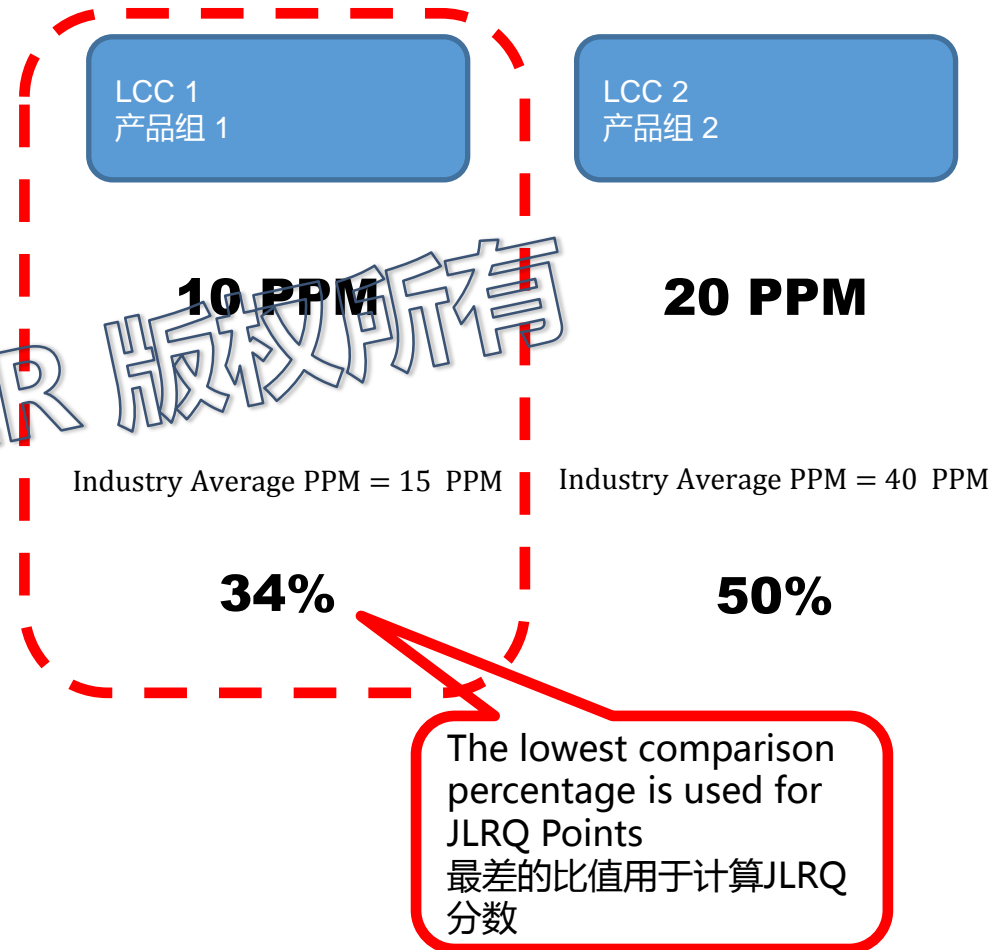
- 1:** Calculate PPM
计算该产品组PPM

$$\frac{LCC\ Rejects + LCC\ Reworks}{LCC\ Reciepts} \times 1,000,000$$

- 2:** Compare LCC PPM against LCC
Industry Average PPM
与该产品组行业平均值进行比较

$$\left(1 - \frac{6\ Month\ LCC\ PPM}{LCC\ Industry\ Average}\right) \times 100\%$$

- 3:** Calculate JLRQ points
计算JLRQ分数



JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM



B420	FINISHED TRIP - EXTERIOR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 11.9%							Commodity 6 Month Site PPM: 0.0 JLRQ Industry Commodity PPM: 80 Site vs Industry: 100%								
H180	HEAT AND BATTERY SHIELDS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 1.9%							Commodity 6 Month Site PPM: 0.0 JLRQ Industry Commodity PPM: 46 Site vs Industry: 100%								
Z999	UNKOWN COMMODITY	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 12.7%							Commodity 6 Month Site PPM: 0.0 JLRQ Industry Commodity PPM: Site vs Industry: 100%								
S270	SEAT COVER & TRIM	-	0.0	-	0.0	-	0.0	-	0.0	0.0	0.0	-	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 0.1%							Commodity 6 Month Site PPM: 0.0 JLRQ Industry Commodity PPM: 0 Site vs Industry: 100%								
S580	STAMPINGS - GENERAL	-	0.0	-	0.0	-	0.0	-	0.0	0.0	0.0	31250.0	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 0.2%							Commodity 6 Month Site PPM: 977.6 JLRQ Industry Commodity PPM: 30 Site vs Industry: -3158.7%								
B650	PLASTIC BUMPERS/FASCIAS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.6	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 49.9%							Commodity 6 Month Site PPM: 3.6 JLRQ Industry Commodity PPM: 149 Site vs Industry: 97.6%								
		Used for JLRQ															
P563	SPOILER	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		% of Total Site 6 Month Production Receipts: 4.4%							Commodity 6 Month Site PPM: 0.0 JLRQ Industry Commodity PPM: 236 Site vs Industry: 100%								

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM



触发第2步: Step 2 Trigger

Improvement vs. Industry Commodity PPM	Points
100%	+100 points
75% to 99%	+75 points
50% to 74%	+50 points
25% to 49%	+20 points
11% to 24%	+10 points
0% to 10%	0 points
-1% to -24%	-25 points
-25% to -49%	-50 points
-50% to -74%	-100 points
-75% to -99%	-125 points

等于或小于 -100%
Equal to or Less Than -100% -150 points

* Remains at -150 points unless the Commodity PPM exceeds the Industry Commodity PPM OR PPM adjustments have been made to remove the Step 1 violation.

6个月现场PPM > 400
6-Month Site PPM > 400

以及
And

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JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM



第2步规则: Step2 Rules

项目 Items		触发第2步的当月 The Month was triggered to Stage 2	随后第1个月 1 st Month	随后第2个月 2 nd Month	随后第3个月 3 rd Month	随后第4个月 4 th Month	随后第5个月 5 th Month
满足10%收货规则吗? >=10% of total receipts?	LCC1	No	Yes	No	No	No	No
	LCC2	Yes	No	Yes	Yes	Yes	Yes
	LCC3	Yes	Yes	Yes	Yes	Yes	Yes
细分产品组与行业平均比较 LLC PPM compared with industry average		LCC 2 or 3 <= - 100%	LCC 1 & 3 >= 0%	LCC 2 & 3 >= 0%	LCC 2 or 3 < 0%	LCC 2 & 3	LCC 2 & 3
现场PPM Site PPM		> 400	Doesn't matter	Doesn't matter	Doesn't matter		
JLRQ分数 JLRQ Point		-150	-150	-150	-250		

备注：红色字体的部分影响JLRQ分数调整。
Remarks: Items in red letters affect JLRQ points adjustment.

当单月的某一个LCC的PPM值比行业平均水平差时，该月将导致JLRQ “-250” 得分
- 250 is caused due to LCC 2 or 3 PPM is worse than the Industry Commodity Average PPM.

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM



— 奇瑞·捷豹路虎 —

第2步移除规则:

Step2 Removal Rules

项目 Items		触发第2步的当月 The Month was triggered to Stage 2	随后第1个月 1 st Month	随后第2个月 2 nd Month	随后第3个月 3 rd Month	随后第4个月 4 th Month	随后第5个月 5 th Month
满足10%收货规则吗? >=10% of total receipts?	LCC1	No	Yes	No	No	No	Yes
	LCC2	Yes	No	Yes	Yes	Yes	No
	LCC3	Yes	Yes	Yes	Yes	Yes	Yes
细分产品组与行业平均比较 LLC PPM compared with industry average		LCC 2 OR 3 <= - 100%	LCC 1 & 3 >= 0%	LCC 2 & 3 >= 0%	LCC 1 & 3 >= 0%	LCC 2 & 3 >= 0%	LCC 2 & 3 >= 0%
现场PPM Site PPM		> 400	Doesn't matter	Doesn't matter	Doesn't matter	Doesn't matter	Doesn't matter
JLRQ分数 JLRQ Point		-150	-150	-150	-150	-150	-150

从被触发的月份开始，后续5个月每个月15日数据刷新时系统重新检查触发条件是否满足，如果数据有变化，触发月份有可能调整
For the following 5 months since Step 2 triggered month, the trigger conditions will be re-checked when the system refreshes data on 15th each month. Step 2 trigger month could be adjusted if data are changed.

在第6个月，Step2将自动解除
The Step 2 scoring flag will be removed automatically in the 6th month.

JLRQ 分数计算规则 – 持续绩效 - 细分产品组 PPM

JLRQ Scoring Rules – Ongoing Performance - LCC PPM

ZJ022 rev -: PowerView

Categories [?] [?] Properties Non-JLRQ Sourcing... JLRQ Support Documents CJLR Internal Doc... Lifecycle Child Companies MSA Lite Locked

Basic Information Capable System Site PPM LCC PPM Delivery Performa... Field Action Stop Shipment Violation of Trus... MSA >>

Site PPM Production Part L... Service Part List

Data below refreshed as of May 25, 2016

Production Parts and Service Parts shipped in the last 13 months Immature

PPM Production:	Apr, 2015	May, 2015	Jun, 2015	Jul, 2015	Aug, 2015	Sep, 2015	Oct, 2015	Nov, 2015	Dec, 2015	Jan, 2016	Feb, 2016	Mar, 2016	Apr, 2016
Receipts	5665	83	18572	17924	14440	14540	20841	22352					
Rejects	0	0	0	0	0	0	0	0	0	0	0	0	2
Rework	0	0	0	0	0	0	0	0	0	0	0	0	0
Total PPM	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	89.5
12 Month PPM: 296.9										6 Month PPM: 419.0		3 Month PPM: 0.0	

6个月Site PPM >400
6 Month Site PPM >400

Basic Information Capable System Site PPM LCC PPM Delivery Performa... Field Action Stop Shipment Violation of Trus... MSA

6个月 LCC PPM 与行业平均水平比值 < -100%
6 Month LCC Site vs Industry Average Comparison < -100%

LCC PPM step 2 triggered

Low Commodity	Apr, 2015	May, 2015	Jun, 2015	Jul, 2015	Aug, 2015	Sep, 2015	Oct, 2015	Nov, 2015	Dec, 2015	Jan, 2016	Feb, 2016	Mar, 2016	Apr, 2016
M200 MIRRORS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2207.7	0.0	0.0	0.0	0.0	89.5
Commodity 6 Month Site PPM: 421.0													
JLRQ Industry Commodity PPM: 103													
Site vs Industry: -308.7%													
Z999 UNKOWN COMMODITY	-	-	-	-	-	-	-	-	0.0	-	-	0.0	-
Commodity 6 Month Site PPM: 0.0													
JLRQ Industry Commodity PPM:													
Site vs Industry: 100%													
A210 CONDENSER	0.0	-	-	0.0	-	-	0.0	-	-	-	-	-	-
Commodity 6 Month Site PPM: 0.0													
JLRQ Industry Commodity PPM: 19													
Site vs Industry: 100%													

(Step 2 Triggered)

JLRQ 分数计算规则 – 持续绩效 - 供应商交付绩效

JLRQ Scoring Rules – Ongoing Performance - SDP



❖ 计算公式 Formula

供应商最近6个成熟月SDP的加权平均

6 – Month Weighted Average

Production Delivery														Incentive		
Ship Code	Site	Ford Org	Region	Jan 2003	Feb 2003	Mar 2003	Apr 2003	May 2003	Jun 2003	Jul 2003	Aug 2003	Sep 2003	Oct 2003	Nov 2003	Dec 2003	Jan 2004
		ERODEN		94	82	75	81	82	64	76	85	85	87	90	74	89
Supplier Delivery Contact: STEVE MULLER											6 Month Weighted Avg: 83					

6MWA calculation is based on the mature ratings listed in SIM. Example above for North America PROD rating would be calculated as follows:

Rating Month	Score	x Weight factor	= Total
Dec. 2003 Rating:	74	6	444
Nov. 2003 Rating:	90	5	450
Oct. 2003 Rating:	87	4	348
Sep. 2003 Rating:	85	3	255
Aug. 2003 Rating:	85	2	170
Jul. 2003 Rating:	76	1	76
		21	1743

Total Score / Total of Weight Factors = 6MWA 1743 / 21 = 83

JLRQ 分数计算规则 – 持续绩效 - 供应商交付绩效

JLRQ Scoring Rules – Ongoing Performance - SDP



- ❖ 供应商交付绩效 总体规则 (100, 50, 0 或 -250分)
SDP (Supplier Delivery Performance) PPM General Rules (100, 50, 0 或 -250 points)
 - 至少需要有两个月以上交付记录才能获得分数
Requires at least two months of delivery ratings to receive any points
 - 当过去的7个月内没有相应的交付评级时，JLRQ得分标注为“N/A”。
"N/A" indicates site has no corresponding delivery ratings in the last 7 months.
 - 按照发货点 (SRM MFG代码) 获得交付评分
Delivery ratings are received by ship points (SRM MFG code)
 - 每个发货点 (SRM MFG代码) 获得唯一的交付分数
A unique ship point is determined by ship point code (SRM MFG code)
 - 仅供应散装材料、“按需求”供应或外协加工的生产型供应商现场免除包括MMOG/LE在内的交付业绩要求。MP&L交付绩效评价人员将在SAP中维护这些供应商类型。
Production sites uniquely supplying bulk material, "As Required" parts, or Purchased Services are exempt from Delivery requirements including MMOG. MP&L Delivery Analysts maintain these supplier types in SAP.

JLRQ 分数计算规则 – 持续绩效 - 供应商交付绩效

JLRQ Scoring Rules – Ongoing Performance - SDP



- ❖ 交付分数调整 (100, 50 或 0分)
Delivery Rating (100, 50 or 0 points)

6 个月加权平均值 6 Month Weighted Average	分数 Points
100	+100 分 +100 points
97 至 99 97 to 99	+50 分 +50 points
81 至 96 81 to 96	0 分 0 points
低于 81 Below 81 且最近 2 个成熟月和非成熟月得分低于 81 and 2 most recent mature months & immature month are below 81	-250 分 -250 points
低于 81, 但未达到 -250 标准 Below 81 but not meeting the -250 criteria	0 分 0 points

JLRQ 分数计算规则 – 持续绩效 - 供应商交付绩效

JLRQ Scoring Rules – Ongoing Performance - SDP



❖ 交付分数调整 (- 250分) Delivery Rating (- 250 points)

如果在考核范围内的发货点发生以下两种情况，则供应商现场获得-250分：

For all considered ship points, the site receives a -250 point adjustment if both of the following occur:

- 6个月加权平均值小于81分。
6 month weighted average is less than 81 points
- 非成熟月、倒数第一个成熟月和倒数第二个成熟月，所有接收评级小于81分（无空白）
Immature, first mature and second mature month all received ratings less than 81 points (no blanks).

JLRQ 分数计算规则 – 持续绩效 - 供应商交付绩效

JLRQ Scoring Rules – Ongoing Performance - SDP



- CJLR MP&L负责供应商交付绩效评分。
CJLR MP&L is responsible for supplier delivery performance scoring.
- 评价包括以下6个方面
The categories include 6 aspects:
 - 沟通 Communication
 - 包装 Packaging
 - 错发 Wrong Delivery
 - 多发或少发 Over/Under Delivery
 - 迟发或早发 Late/Early Delivery
 - ASN准确性 ASN Accuracy
- 详细解释请咨询MP&L
Detailed explanation needs to get from MP&L

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JLRQ 分数计算规则 – 持续绩效 - 市场服务活动

JLRQ Scoring Rules – Ongoing Performance - FA



- 市场服务活动评分调整 Field Service Action Adjustments

市场服务活动频次 Field Service Actions Frequency	分数 Points
6个月内0次 0 in 6 months	0分 0 points
6个月内, ≥1 1 or more in 6 months	- 250分 - 250 points

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- 过去6个月内的市场服务活动包括以往车型年及目前车型。
Field Service Actions approved in the past 6 months as reported includes prior model years as well as current model year FSA.

JLRQ 分数计算规则 – 持续绩效 - 停止发运

JLRQ Scoring Rules – Ongoing Performance - SS



- 停止发运调整

Stop Shipment Adjustments

停止发货频次 Stop Shipment Frequency	分数 Points
6个月内0次 0 in 6 months	0分 0 points
6个月内1次 1 in 6 months	-100分 -100 points
6个月内，2次或多于2次 2 or more in 6 months	-250分 -250 points

- 免除停止发运扣分

Stop Shipment Waiver

如果供应商采取积极的行动措施，可疑部件并未用于CJLR的生产，并且得以及时更换；通过与STA总监协商，可免除停止发货对JLRQ成绩的影响。

JLRQ impact of a Stop Shipment may be waived if the supplier demonstrates proactive intervention; the suspect components have not been used in CJLR production and have been replaced in a timely manner with certified stock, as agreed with the STA Director.

JLRQ 分数计算规则 – 持续绩效 - 违背诚信

JLRQ Scoring Rules – Ongoing Performance - VOT



- 违背诚信调整 Violation of Trust: (0 or -250 points)
- 如果CJLR STA确定供应商违背了诚信原则，则扣除250分。供应商在未通过供应商工程批准程序（SREA）事先进行变更，则违反了信任原则，其中涉及的变更包括：
If CJLR STA determines that the supplier has committed a Violation of Trust it will lose 250 points. A Violation of Trust occurs when a supplier fails to notify CJLR obtain approval through the Supplier Request for Engineering Approval (SREA) process for:
 - 制造过程或设备改变（包括工装）或供应商生产地点发生改变。Manufacturing process or equipment change (including tooling) or supplier site location change.
 - 部件或材料变更或替换。Component or material change or substitution.
 - 分包商或供应商变更。Sub-contractor or vendor change.
- 违背诚信的其他情况还包括 Other Examples of Violation of Trust may Include:
 - 生产爬坡对工厂装车进度和既定项目进度造成不利影响。Launch ramp-up or rate of climb which adversely impacts plant build schedule versus agreed timing.
 - 自行PSW批准不完整或不准确。Self-certified PSW is incomplete or inaccurate.
 - PSW支持数据缺乏完整性。PSW supporting data lacks integrity.
 - 严重影响与CJLR业务关系的其它信任问题。 Other trust issues which severely impact the business relationship with CJLR.

JLRQ 分数计算规则 – 制造现场审核

JLRQ Scoring Rules – MSA



制造现场审核 (0、-150或-250分)

Manufacturing Site Assessment: (0, -150 or -250 points)

- 制造现场审核频次 MSA Frequency :
 - Non-JLRQ 供应商现场, 每6个月一次
Non-JLRQ suppliers sites every 6 months
 - JLRQ 供应商现场, 每12个月一次
Non-JLRQ supplier site every 12 months
- 制造现场评估分数调整 Assessment Adjustments:

MSA执行情况 MSA performed	分数 Points
审核已执行且可接受 Assessment performed and acceptable	0分 0 points
延误第一次 Delinquent – first action	-150分 -150 points
延误第二次 Delinquent – second first action	-250分 -250 points

JLRQ 分数计算规则 – 制造现场审核

JLRQ Scoring Rules – MSA

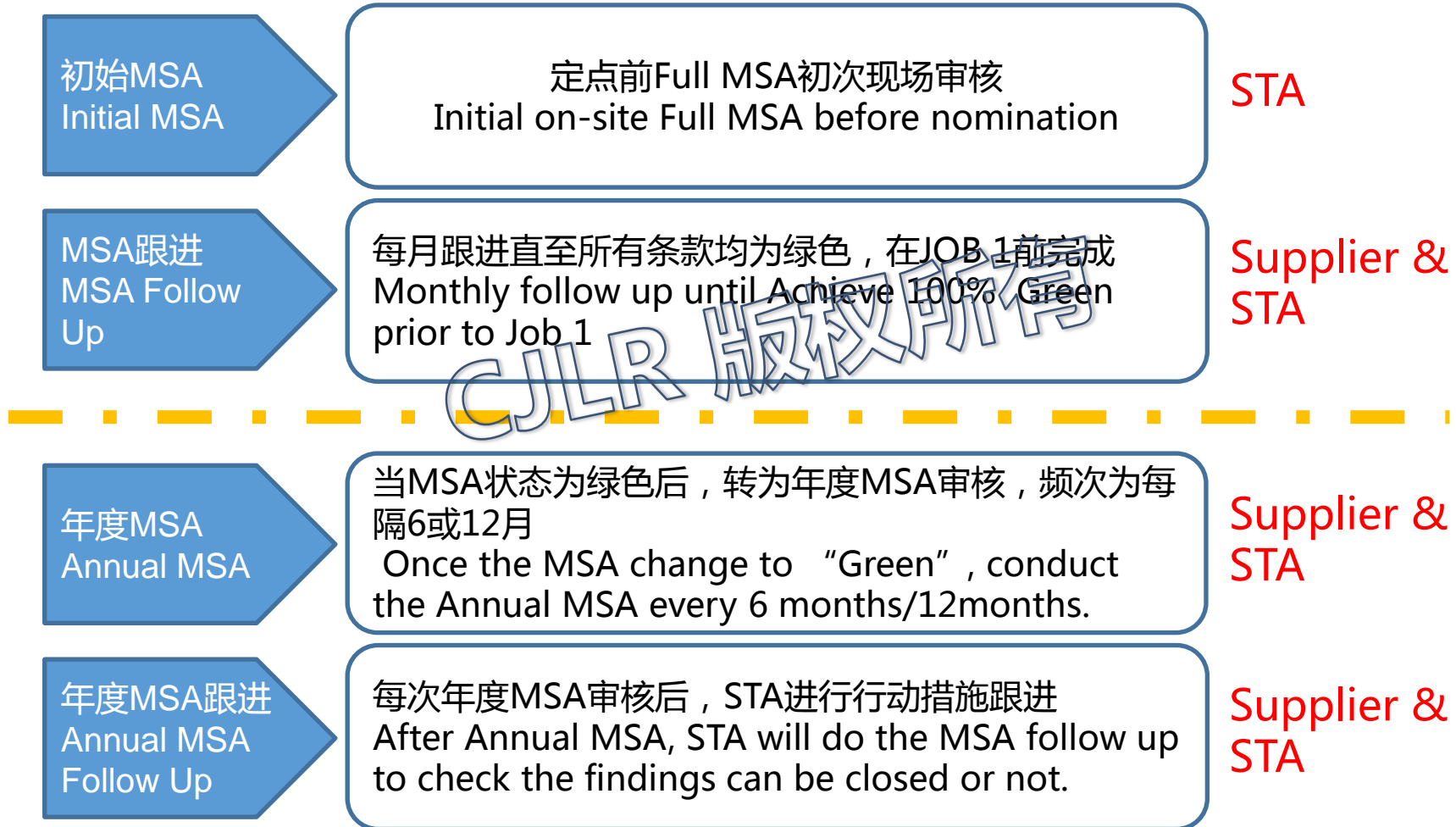


- 纠正措施计划分数调整
Corrective Action Plan (CAP) Adjustments:

要求的纠正措施计划提交情况 Required Corrective Action Plan Submitted	分数 Points
按时提交 Submitted on time	0分 0 points
延误第一次 Delinquent – first action	-150分 -150 points
延误第二次 Delinquent – second action	-250分 -250 points
要求的纠正措施计划完成情况 Required Corrective Action Plan Implemented	分数 Points
可接受 Acceptable	0分 0 points
无效第一次 Ineffective – second action	-150分 -150 points
无效第二次 Ineffective – second action	-250分 -250 points

JLRQ 分数计算规则 – 制造现场审核

JLRQ Scoring Rules – MSA



JLRQ 分数计算规则 – 制造现场审核

JLRQ Scoring Rules – MSA



Full MSA号	FMSA-0000007		
描述	bumper/tailgate/spoiler injection and painting, plastic part.		
版本	06		
状态	批准		
创建者	zhengming.xu		
所有者	zhengming.xu		
STA	zhengming.xu		
供应商代码	SH017		
供应商英文名称	Yanfeng Plastic Omnium Automotive Exterior Systems Co.,Ltd		
供应商中文名称	延锋彼欧汽车外饰系统有限公司		
评审日期	2016-5-27		
实际审批日期	2016-5-30		
判定	Fix		
总体状态	G		
车型项目	L538 15MY L538 16MY L550 15MY		
创建日期	2016-5-26		
修改日期	2016-5-27		
年度审核			
本次年度审核日期		上上年度审核日期	2016-5-27
本次年度审核组织	CJLR审核		
纠正措施计划提交日期			
本次审核和纠正措施是否延误?	可接受		
下次审核计划日期	2016-11-27		
下次审核组织	CJLR审核		
年度MSA跟踪信息			
纠正措施实施跟踪日期	2016-5-27		
纠正措施实施是否及时且有效?	可接受		

初始MSA和MSA跟进
Initial MSA & MSA Follow Up

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年度MSA
Annual MSA

年度MSA跟进
Annual MSA Follow-Up

JLRQ 分数计算规则 – 制造现场审核

JLRQ Scoring Rules – MSA



初始MSA和MSA跟进

Initial MSA & MSA Follow Up

Full MSA号	FMSA-0000007
描述	bumper/tailgate/spoiler injection and painting, plastic part.
版本	06
状态	批准
创建者	zhengming.xu
所有者	zhengming.xu
STA	zhengming.xu
供应商代码	SH017
供应商英文名称	Yanfeng Plastic Omnium Automotive Exterior Systems Co.,Ltd
供应商中文名称	延锋彼欧汽车外饰系统有限公司
评审日期	2016-5-27
实际审批日期	2016-5-30
判定	Fix
总体状态	G
车型项目	L538 15MY L538 16MY L550 15MY
创建日期	2016-5-26
修改日期	2016-8-5

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JLRQ 分数计算规则 – 制造现场审核

JLRQ Scoring Rules – MSA



年度MSA和年度MSA跟进

Annual MSA & Annual MSA Follow-Up

年度审核	
本次年度审核日期	上次年度审核日期 2015-5-17
本次年度审核组织	CJLR审核
纠正措施计划提交日期	
本次审核和纠正措施是否延误?	可接受
下次审核计划日期	2016-11-27
下次审核组织	CJLR审核
年度MSA跟踪信息	
纠正措施实施跟踪日期	2016-5-27
纠正措施实施是否及时且有效?	可接受

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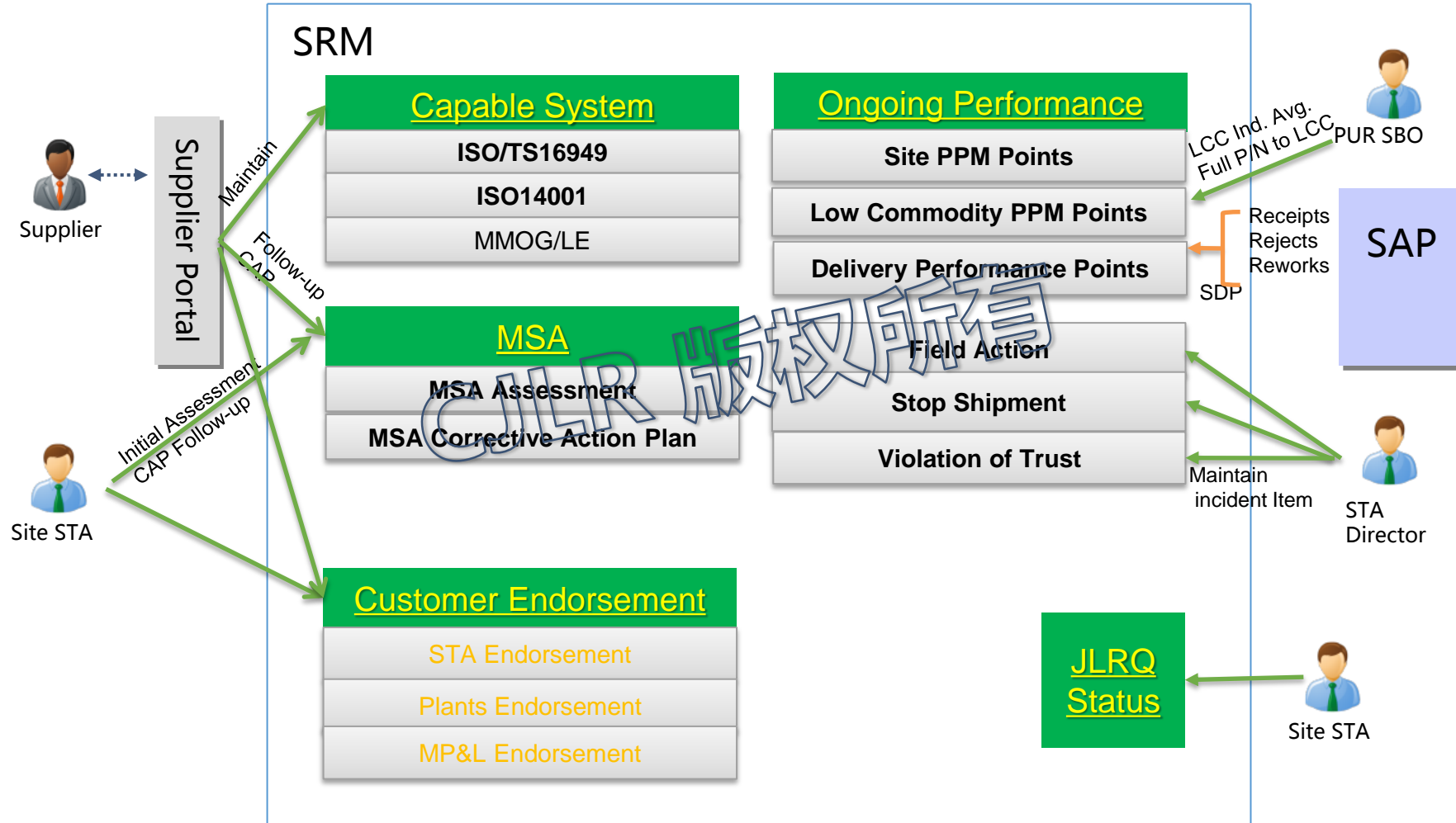


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- ❖ JLRQ 基本要求 JLRQ Basic Requirements
- ❖ JLRQ 分数计算规则 JLRQ Scoring Rules
- ❖ **JLRQ 在SRM系统中的总览 JLRQ Overview in SRM**
- ❖ JLRQ 认证过程 JLRQ Certification Process

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JLRQ 在SRM系统中的总览

JLRQ Overview in SRM



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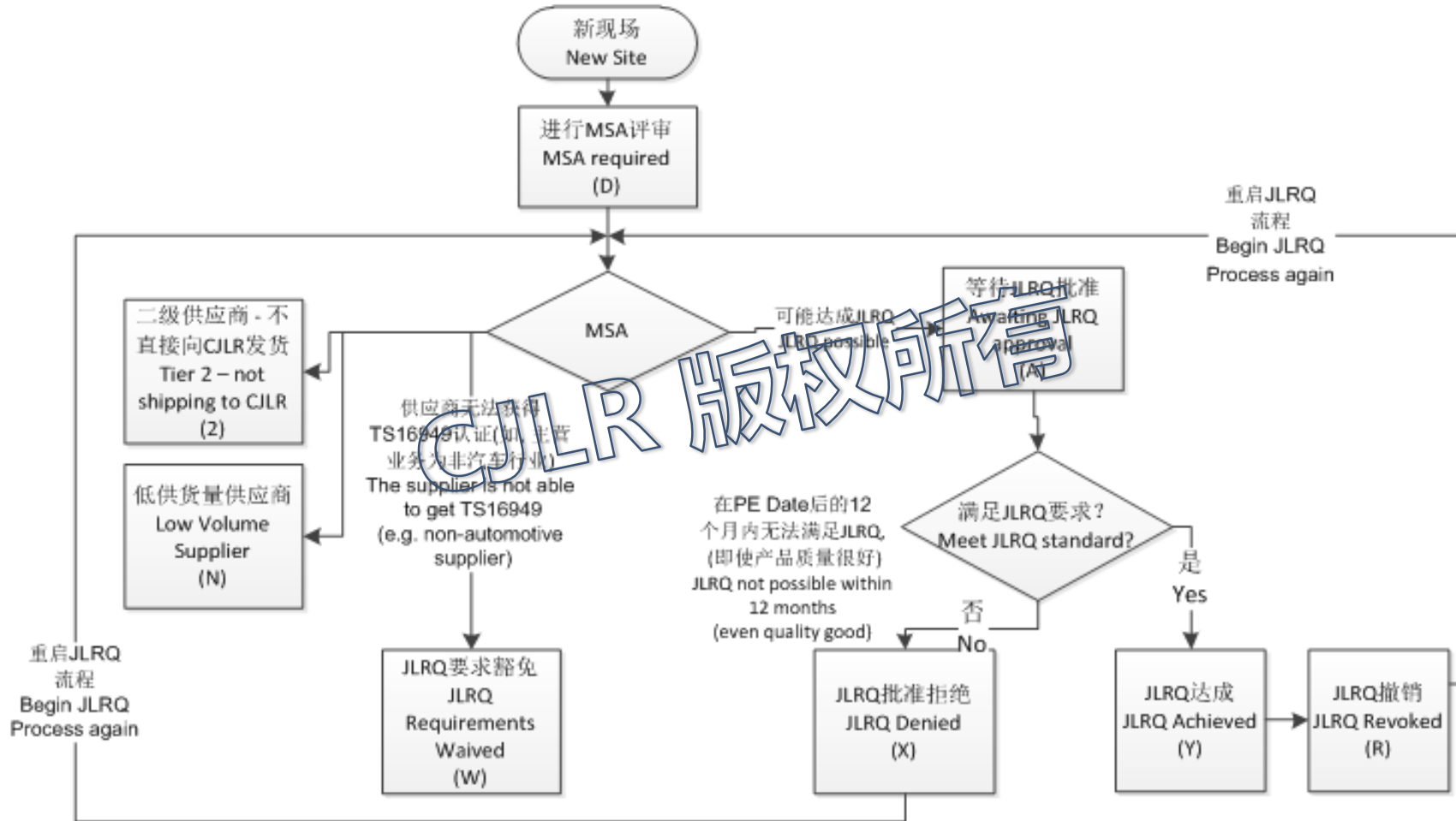


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JLRQ JLRQ 认证过程

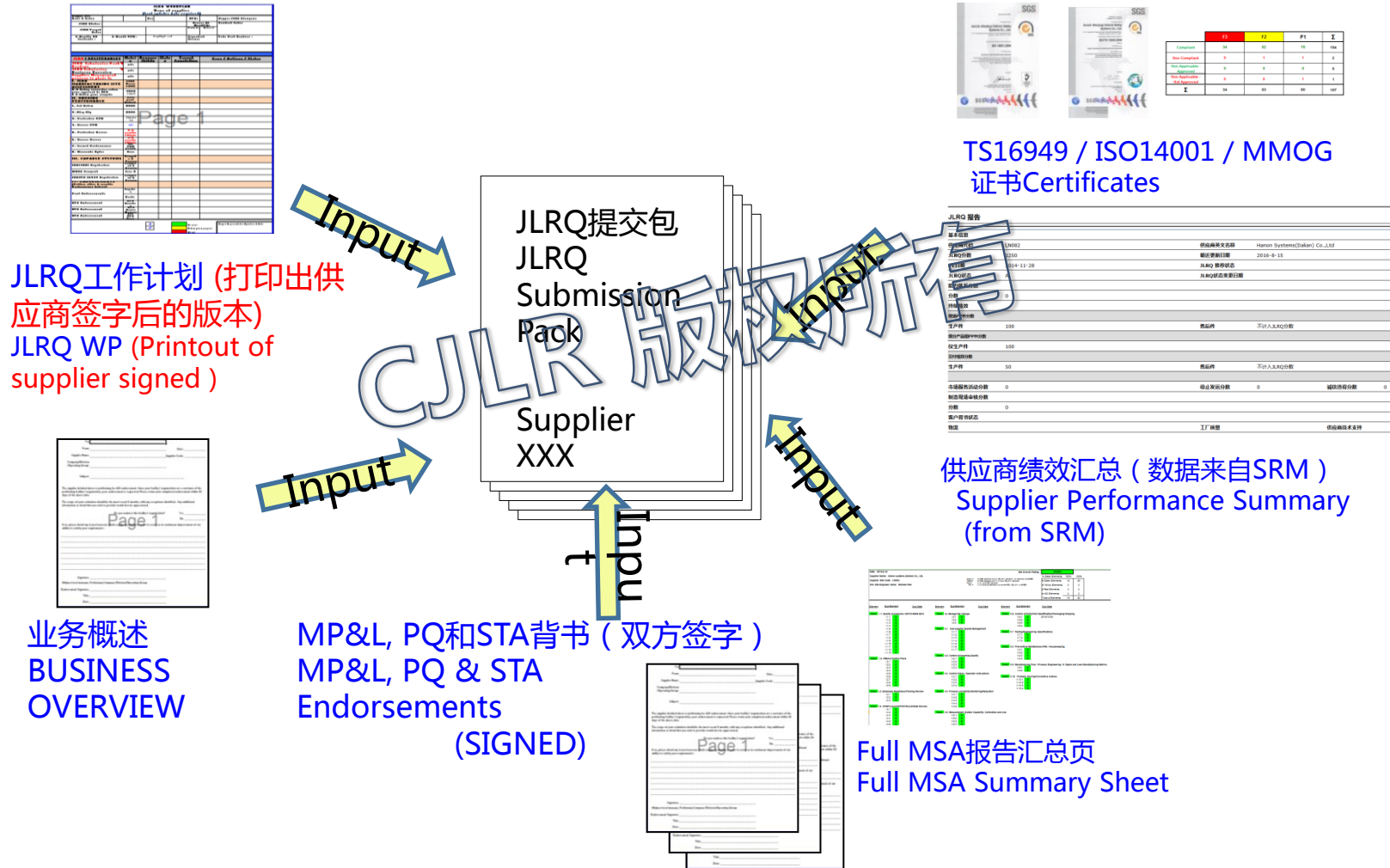
JLRQ Certification Process



JLRQ JLRQ 认证过程

JLRQ Certification Process

打印以下申请材料 Print out following application materials:



JLRQ JLRQ 认证过程

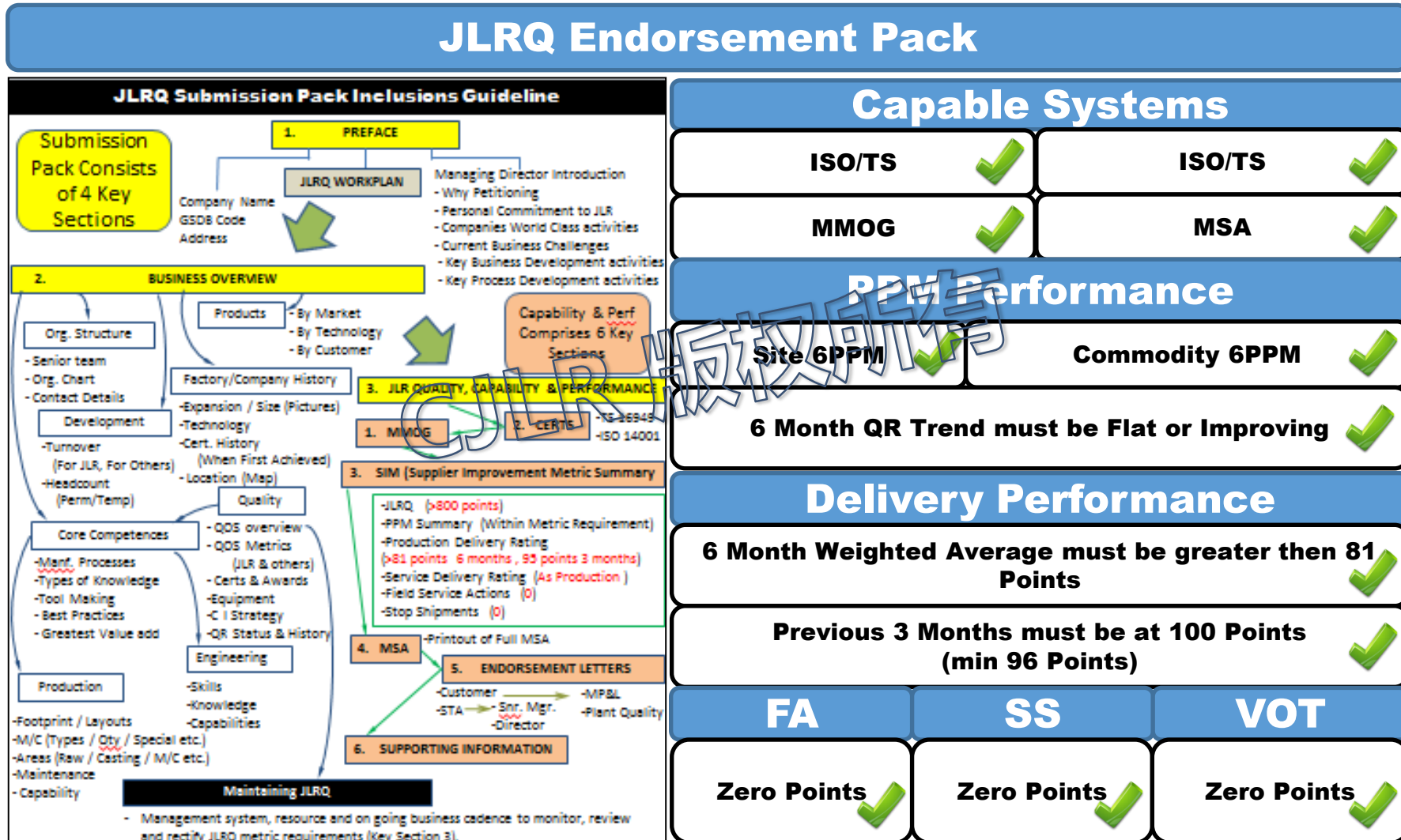
JLRQ Certification Process



JLRQ WORKPLAN JLRQ 工作计划		Supplier Name 供应商名称:		Supplier Site \$RM Code (MFG Code) 供应商现场 \$RM 代码 (MFG 代码):		Latest update Date 最新更新日期:	
STA Eng: STA 工程师		Buyer: 采购员:		Supplier JLRQ Representative: 供应商 JLRQ 代表			
Current JLRQ Status: 当前 JLRQ 状态				Delivery Points(8 Months) 物流得分 (8个月):		Contact Info: 联系人信息:	
JLRQ Target Date: JLRQ 达成目标日期:				Production 生产件	Service 售后件		
8 Months QR Incidents 8个月的QR趋势:		8 Month PPM 8个月PPM:		Stop Ships (8 months) 停止发货 (8个月):		PP Date 达成日期:	
						Total Part Numbers 总供应零件数量:	
JLRQ 版权所有							
JLRQ Deliverables JLRQ 交付项	Metric 评价指标	Supplier Responsibility 供应商责任人	Status RYG 状态 RYG	Target Completion Date 目标完成日期	Gaps / Actions / Status 目标 / 差距 / 行动 / 状态		
JLRQ Submission Pack (Evidence Pack) JLRQ 交付包 (证据材料包)	n/a						
JLRQ Score JLRQ 得分	JLRQ Score >=1000 points JLRQ 得分 >=1000分						
I. JLRQ MANUFACTURING SITE A \$ \$ E \$ \$ MENT (Attach MSA RYG Summary & Corrective Action Plan) I. JLRQ 制造工厂审核 (随附MSA RYG的汇总表以及整改行动计划)	Zero R elements (0 红色项)						
R-Y Rating corrective action plans approved by STA 相关的 红色/黄色项的整改计划已被 STA 批准	100% agreed 100% 同意						
II. ONGOING PERFORMANCE II. 持续绩效	Zero point Deductions 0 扣分						
Field Action	Zero						

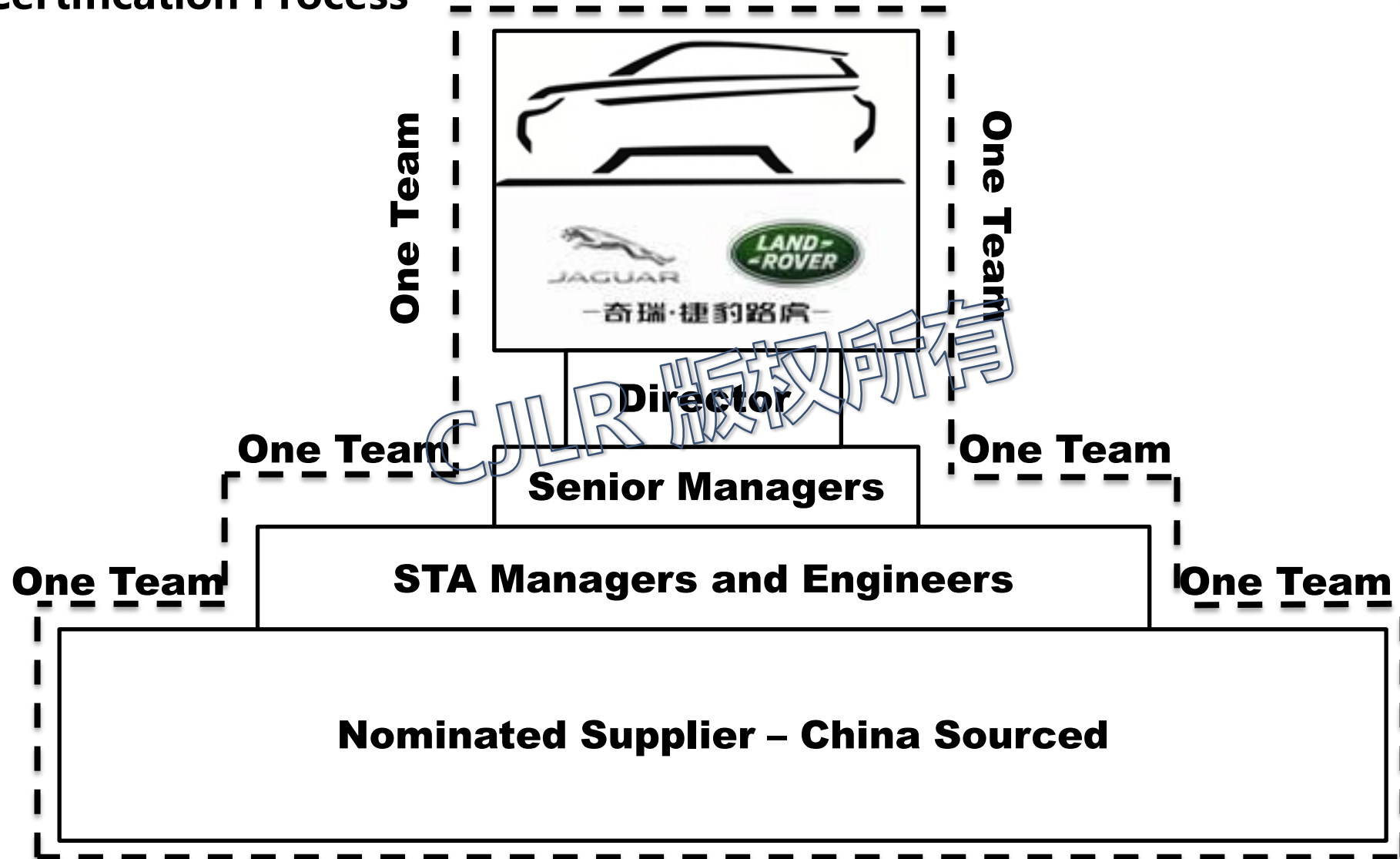
JLRQ JLRQ 认证过程

JLRQ Certification Process



JLRQ JLRQ 认证过程

JLRQ Certification Process



总结

Summary



- JLRQ score baseline is 1000.
- JLRQ score calculation starts since 6 month after PE date (JOB1 Date).
- SRM do JLRQ calculation once a month.
- JLRQ score must be at least 800 points to maintain JLRQ (1000 points for 1st time awarding). If a JLRQ supplier with a score below 800 points, SRM will change the "Recommended Status" to "Revoke".
- If a -250 point score occurs for any metric, positive points are not applied from any other metric.
- A site that is with "A" status and missing correspondence PPM data for the last 13 months or delivery data for the last 7 months will have "N/A" displayed in the site JLRQ Information screen.
- Any "N/A" situation will result in an 'Incomplete' JLRQ score. Incomplete only means missing data but does not necessarily mean poor performance.
- To award a JLRQ, Customer Endorsements are required, although it can not affect the JLRQ score.

THANKS

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