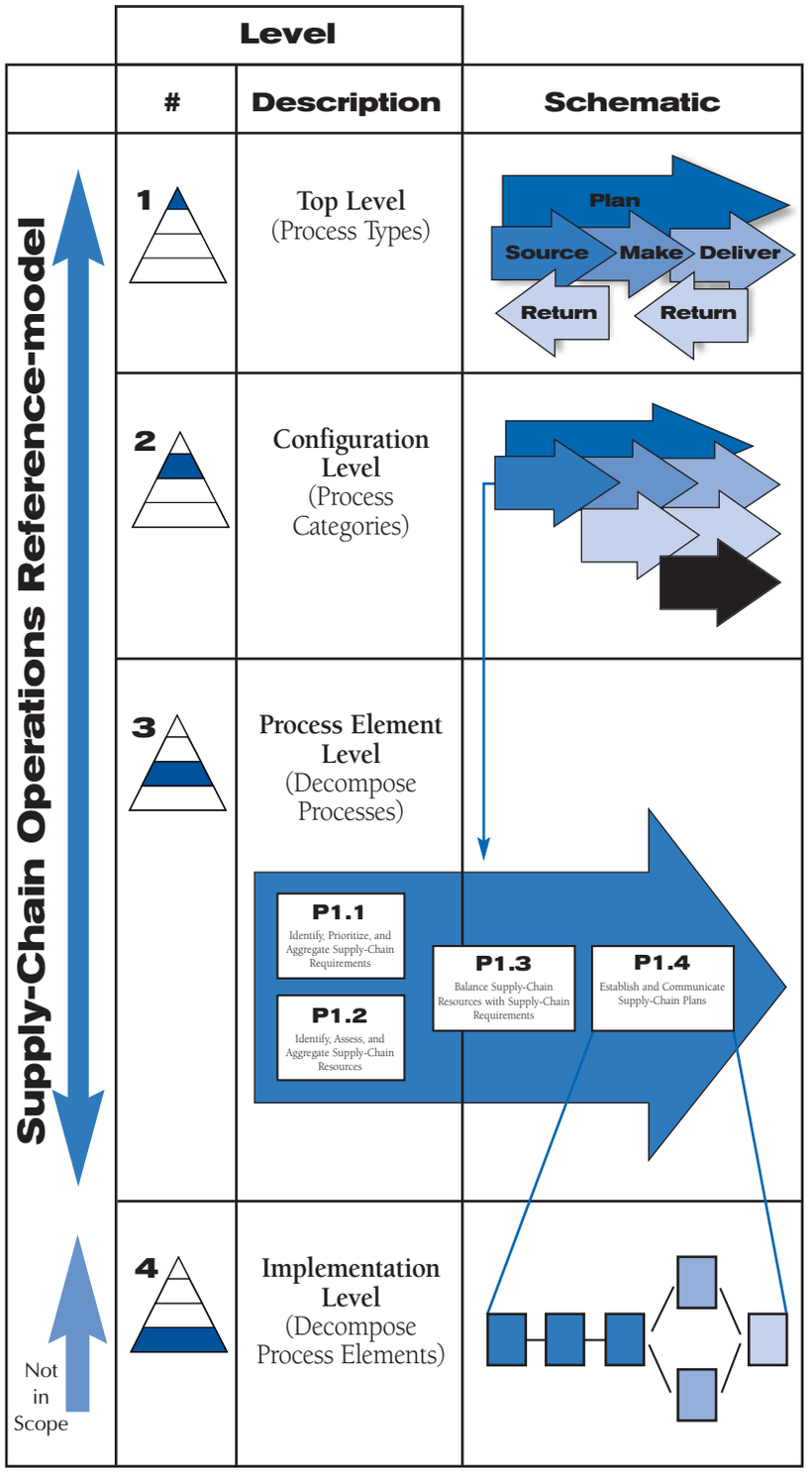
SCOR Quick Reference

Supply-Chain Operations Reference-model

PLAN SOURCE MAKE DELIVER RETURN

SCOR Contains Three Levels of Process Detail



PLAN

P1 Plan Supply Chain	P2 Plan Source	P3 Plan Make	P4 Plan Deliver	P5 Plan Return
P1.1: Identify, Prioritize, & Aggregate Supply-Chain Requirements	**P2.1:** Identify, Prioritize, & Aggregate Product Requirements	**P3.1:** Identify, Prioritize, & Aggregate Production Requirements	**P4.1:** Identify, Prioritize, & Aggregate Delivery Requirements	**P5.1:** Identify, Prioritize, & Aggregate Return Requirements
P1.2: Identify, Assess, & Aggregate Supply-Chain Resources	**P2.2:** Identify, Assess, & Aggregate Product Resources	**P3.2:** Identify, Assess, & Aggregate Production Resources	**P4.2:** Identify, Assess, & Aggregate Delivery Resources	**P5.2:** Identify, Assess, & Aggregate Return Resources
P1.3: Balance Supply-Chain Resources with Supply-Chain Requirements	**P2.3:** Balance Product Resources with Product Requirements	**P3.3:** Balance Production Resources with Production Requirements	**P4.3:** Balance Delivery Resources with Delivery Requirements	**P5.3:** Balance Return Resources with Return Requirements
P1.4: Establish & Communicate Supply-Chain Plans	**P2.4** Establish Sourcing Plans	**P3.4:** Establish Production Plans	**P4.4:** Establish Delivery Plans	**P5.4:** Establish & Communicate Return Plans

Enable Plan

EP1: Manage Business Rules for Plan Processes	**EP2:** Manage Performance of Supply Chain	**EP3:** Manage Plan Data Collection	**EP4:** Manage Integrated Supply Chain Inventory	**EP5:** Manage Integrated Supply Chain Capital Assets
EP6: Manage Integrated Supply Chain Transportation	**EP7:** Manage Planning Configuration	**EP8:** Manage Plan Regulatory Requirements & Compliance	**EP9:** Align Supply Chain Unit Plan with Financial Plan	

Supply-Chain Council

Version 8.0

SOURCE

S1 Source Stocked Product

S1.1: Schedule Product Deliveries

S1.2: Receive Product

S1.3: Verify Product

S1.4: Transfer Product

S1.5: Authorize Supplier Payment

S2 Source Make-to-Order Product

S2.1: Schedule Product Deliveries

S2.2: Receive Product

S2.3: Verify Product

S2.4: Transfer Product

S2.5: Authorize Supplier Payment

S3 Source Engineer-to-Order Product

S3.1: Identify Sources of Supply

S3.2: Select Final Supplier(s) and Negotiate

S3.3: Schedule Product Deliveries

S3.4: Receive Product

S3.5: Verify Product

S3.6: Transfer Product

S3.7: Authorize Supplier Payment

MAKE

M1 Make-to-Stock

M1.1: Schedule Production Activities

M1.2: Issue Product

M1.3: Produce and Test

M1.4: Package

M1.5: Stage Product

M1.6: Release Product to Deliver

M2 Make-to-Order

M2.1: Schedule Production Activities

M2.2: Issue Product

M2.3: Produce and Test

M2.4: Package

M2.5: Stage Product

M2.6: Release Product to Deliver

M3 Engineer-to-Order

M3.1: Finalize Engineering

M3.2: Schedule Production Activities

M3.3: Issue Product

M3.4: Produce & Test

M3.5: Package

M3.6: Stage Product

M3.7: Release Product to Deliver

DELIVER

D1 Deliver Stocked Product

D1.1: Process Inquiry & Quote

D1.2: Receive, Enter & Validate Order

D1.3: Reserve Inventory & Determine Delivery Date

D1.4: Consolidate Orders

D1.5: Build Loads

D1.6: Route Shipments

D1.7: Select Carriers & Rate Shipments

D1.8: Receive Product from Source or Make

D1.9: Pick Product

D1.10: Pack Product

D1.11: Load Product & Generate Shipping Docs

D1.12: Ship Product

D1.13: Receive & Verify Product by Customer

D1.14: Install Product

D1.15: Invoice

D2 Deliver Make-to-Order

D2.1: Process Inquiry & Quote

D2.2: Receive, Configure, Enter & Validate Order

D2.3: Reserve Resources & Determine Delivery Date

D2.4: Consolidate Orders

D2.5: Build Loads

D2.6: Route Shipments

D2.7: Select Carriers & Rate Shipments

D2.8: Receive Product from Source or Make

D2.9: Pick Product

D2.10: Pack Product

D2.11: Load Product & Generate Shipping Docs

D2.12: Ship Product

D2.13: Receive & Verify Product by Customer

D2.14: Install Product

D2.15: Invoice

D3 Deliver Engineer-to-Order Product

D3.1: Obtain & Respond to RFP/RFQ

D3.2: Negotiate & Receive Contract

D3.3: Enter Order, Commit Resources & Launch Program

D3.4: Schedule Installation

D3.5: Build Loads

D3.6: Route Shipments

D3.7: Select Carriers & Rate Shipments

D3.8: Receive Product from Source or Make

D3.9: Pick Product

D3.10: Pack Product

D3.11: Load Product & Generate Shipping Docs

D3.12: Ship Product

D3.13: Receive & Verify Product by Customer

D3.14: Install Product

D3.15: Invoice

D4 Deliver Retail Product

D4.1: Generate Stocking Schedule

D4.2: Receive Product at the Store

D4.3: Pick Product from Backroom

D4.4: Stock Shelf

D4.5: Fill Shopping Cart

D4.6: Checkout

D4.7: Deliver and/or install

Enable Source

ES1: Manage Sourcing Business Rules

ES2: Assess Supplier Performance

ES3: Maintain Source Data

ES4: Manage Product Inventory

ES5: Manage Capital Assets

ES6: Manage Incoming Product

ES7: Manage Supplier Network

ES8: Manage Import/Export Requirements

ES9: Manage Supplier Agreements

Enable Make

EM1: Manage Production Rules

EM2: Manage Production Performance

EM3: Manage Make Information

EM4: Manage In-Process Products (WIP)

EM5: Manage Equipment and Facilities

EM6: Manage Transportation

EM7: Manage Production Network

EM8: Manage Production Regulatory Compliance

Enable Deliver

ED1: Manage Deliver Business Rules

ED2: Assess Delivery Performance

ED3: Manage Deliver Information

ED4: Manage Finished Product Inventories

ED5: Manage Deliver Capital Assets

ED6: Manage Transportation

ED7: Manage Product Life Cycle

ED8: Manage Import/Export Requirements

RETURN

SR1	DR1	SR2	DR2	SR3	DR3
Source Return Defective Product	Deliver Return Defective Product	Source Return MRO Product	Deliver Return MRO Product	Source Return Excess Product	Deliver Return Excess Product
SR1.1: Identify Defective Product Condition	**DR1.1:** Authorize Defective Product Return	**SR2.1:** Identify MRO Product Condition	**DR2.1:** Authorize MRO Product Return	**SR3.1:** Identify Excess Product Condition	**DR3.1:** Authorize Excess Product Return
SR1.2: Disposition Defective Product	**DR1.2:** Schedule Defective Return Receipt	**SR2.2:** Disposition MRO Product	**DR2.2:** Schedule MRO Return Receipt	**SR3.2:** Disposition Excess Product	**DR3.2:** Schedule Excess Return Receipt
SR1.3: Request Defective Product Return Authorization	**DR1.3:** Receive Defective Product (includes verify)	**SR2.3:** Request MRO Return Authorization	**DR2.3:** Receive MRO Product (includes verify)	**SR3.3:** Request Excess Product Return Authorization	**DR3.3:** Receive Excess Product (includes verify)
SR1.4: Schedule Defective Product Shipment	**DR1.4:** Transfer Defective Product	**SR2.4:** Schedule MRO Shipment	**DR2.4:** Transfer MRO Product	**SR3.4:** Schedule Excess Product Shipment	**DR3.4:** Transfer Excess Product
SR1.5: Return Defective Product		**SR2.5:** Return MRO Product		**SR3.5:** Return Excess Product	

Enable Return

ER1: Manage Business Rules for Return Processes	**ER2:** Manage Performance of Return Processes	**ER3:** Manage Return Data Collection	**ER4:** Manage Return Inventory	**ER5:** Manage Return Capital Assets
ER6: Manage Return Transportation	**ER7:** Manage Return Network Configuration	**ER8:** Manage Return Regulatory Requirements & Compliance		

SCOR® Supply-Chain Council

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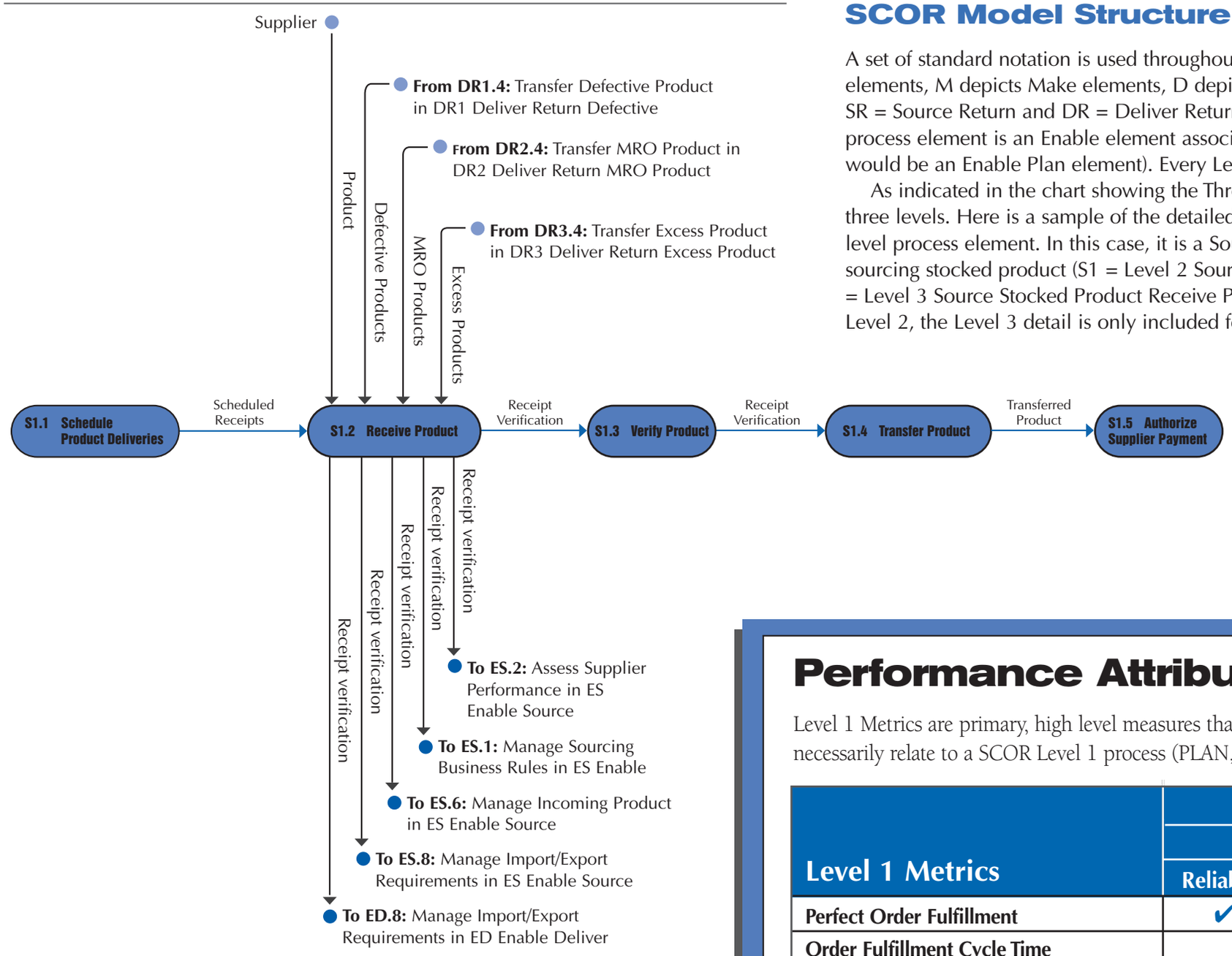
The SCOR-model:

The Supply-Chain Operations Reference-model (SCOR) is the product of the Supply-Chain Council (SCC), an independent, not-for-profit, global corporation with membership open to all companies and organizations interested in applying and advancing the state-of-the-art in supply-chain management systems and practices. The SCOR-model captures the Council's consensus view of supply chain management. While much of the underlying content of the Model has been used by practitioners for many years, the SCOR-model provides a unique framework that links business process, metrics, best practices and technology features into a unified structure to support communication among supply chain partners and to improve the effectiveness of supply chain management and related supply chain improvement activities.

S1 Source Stocked Product

S1.2 Detail



SCOR Model Structure

A set of standard notation is used throughout the Model. P depicts Plan elements, S depicts Source elements, M depicts Make elements, D depicts Deliver elements, and R depicts Return elements. SR = Source Return and DR = Deliver Return. An E preceding any of the others (e.g., EP) indicates that the process element is an Enable element associated with the Planning or Execution element (in this case, EP would be an Enable Plan element). Every Level 1 Process has Enable Processes associated with it.

As indicated in the chart showing the Three Levels of Process Detail, the Model is hierarchical with three levels. Here is a sample of the detailed workflow for S1.2. S1.2 is a notation that indicates a third level process element. In this case, it is a Source (S = Level 1 Source) element that is concerned with sourcing stocked product (S1 = Level 2 Source Stocked Product) and is specific to receiving product (S1.2 = Level 3 Source Stocked Product Receive Product). Though the other S1 processes are shown here to Level 2, the Level 3 detail is only included for S1.2.

Level 1 Metrics

The Level 1 Metrics are the calculations by which an implementing organization can measure how successful they are in achieving their desired positioning within the competitive market space. Most metrics in the Model are hierarchical – just as the process elements are hierarchical. Level 1 Metrics are created from lower level calculations and are primary, high level measures that may cross multiple SCOR processes. Lower level calculations (Level 2 and 3 metrics) are generally associated with a narrower subset of processes. Level 2 and 3 metrics associated with Level 1 metrics are included in the SCOR 8.0 Appendix A. Additional metrics that do not "roll up" to Level 1 are needed as diagnostics (used to diagnose variations in performance against plan) and are included in the SCOR Process Tables and Glossary.

Performance Attributes and Level 1 Metrics

Level 1 Metrics are primary, high level measures that may cross multiple SCOR processes. Level 1 Metrics do not necessarily relate to a SCOR Level 1 process (PLAN, SOURCE, MAKE, DELIVER, RETURN).

Level 1 Metrics	Performance Attributes				
	Customer-Facing			Internal-Facing	
	Reliabilty	Responsiveness	Flexibility	Cost	Assets
Perfect Order Fulfillment	✔				
Order Fulfillment Cycle Time		✔			
Upside Supply Chain Flexibility			✔		
Upside Supply Chain Adaptability			✔		
Downside Supply Chain Adaptability			✔		
Supply Chain Management Cost				✔	
Cost of Goods Sold				✔	
Cash-to-Cash Cycle Time					✔
Return on Supply Chain Fixed Assets					✔
Return on Working Capital					✔