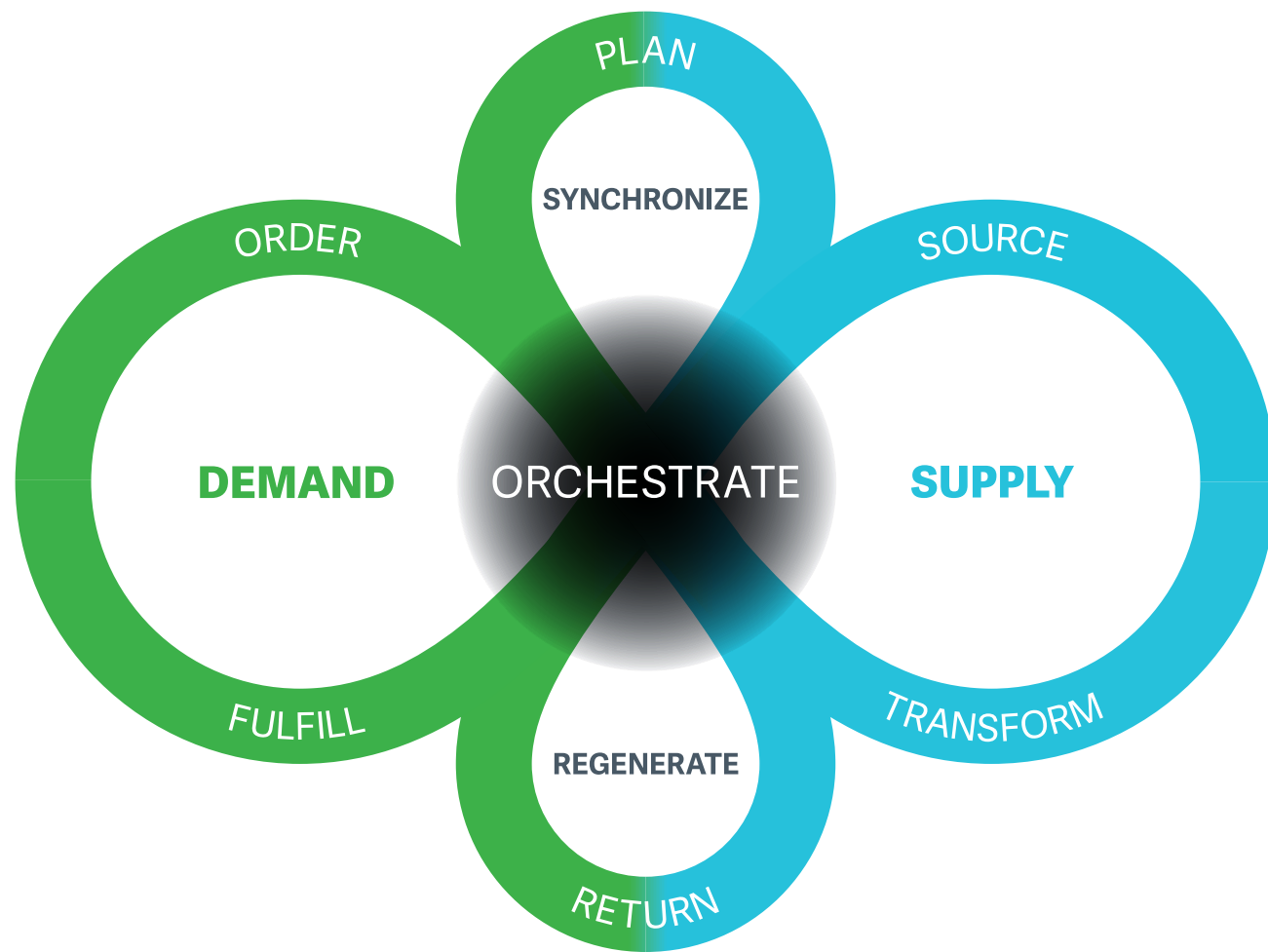


# SCOR

DIGITAL STANDARD

Quick Reference Guide



## SCOR Digital Standard

The Supply Chain Operations Reference (SCOR) model describes the business activities associated with all phases involved with satisfying a customer's demand. SCOR is the only comprehensive, universally accepted and open-access supply chain standard. It has been used by thousands of public and private organizations around the world to assess and improve their supply chains, directly leading to improved operational performance.

The SCOR Digital Standard is open to all professionals online. Learn more and interact with the full model at [scor.ascm.org](https://scor.ascm.org)



### Orchestration Enablers

OE1: Supply Chain Strategy	OE2: Business Rules	OE3: Performance and Continuous Improvement	OE4: Data, Information, and Technology	OE5: Human Resources	OE6: Contracts and Agreements	OE7: Network Design	OE8: Regulatory and Compliance	OE9: Risk	OE10: Environment, Social, and Governance	OE11: Enterprise Business Planning	OE12: Segmentation	OE13: Circular Supply Chain Management	
<p><b>OE1.1:</b> Gather and Analyze Overall Organizational Strategy</p> <p><b>OE1.2:</b> Define Strategic Supply Chain Context and Scope</p> <p><b>OE1.3:</b> Gather and Analyze External Supply Chain Insights (Customer, Product, Services)</p> <p><b>OE1.4:</b> Define and Prioritize Product and Service Supply Chain Segments</p> <p><b>OE1.5:</b> Conduct Strategic Supply Chain Analysis, Benchmarking and Gather Insights (Stakeholders, Competitor, Industry, Markets, Etc.)</p> <p><b>OE1.6:</b> Conduct Internal Supply Chain Environment and Strategic Risk Assessment</p>	<p><b>OE1.7:</b> Develop Supply Chain Objectives and Drivers of Strategic Performance, Aligned to Strategic Plan</p> <p><b>OE1.8:</b> Review And Validate Supply Chain Operating Model and Organizational Design to Align to Strategic Plan</p> <p><b>OE1.9:</b> Coordinate and Align Supply Chain Functional and Process Strategies, Information and Data Alignment</p> <p><b>OE1.10:</b> Communicate Strategic Goals and Initiatives for Implementation</p> <p><b>OE1.11:</b> Execute, Monitor and Measure Strategic Plan with Key Stakeholders</p>	<p><b>OE2.1:</b> Gather Business Rules</p> <p><b>OE2.2:</b> Interpret Business Rules</p> <p><b>OE2.3:</b> Document Business Rules</p> <p><b>OE2.4:</b> Communicate Business Rules</p> <p><b>OE2.5:</b> Approve and Publish Business Rules</p> <p><b>OE2.6:</b> Retire or Reassess Business Rules</p>	<p><b>OE3.1:</b> Develop Balanced Scorecard</p> <p><b>OE3.2:</b> Initiate Reports</p> <p><b>OE3.3:</b> Analyze Data</p> <p><b>OE3.4:</b> Identify the Gaps and Opportunities</p> <p><b>OE3.5:</b> Develop Action Plans</p> <p><b>OE3.6:</b> Prioritize and Approve Action Plan(s)</p> <p><b>OE3.7:</b> Validate sustained Outcomes</p>	<p><b>OE4.1:</b> Define Supply Chain Data, Information and/or Technology Requirements</p> <p><b>OE4.2:</b> Identify Technology Solution Alternatives</p> <p><b>OE4.3:</b> Develop the Architecture Plan</p> <p><b>OE4.4:</b> Select Preferred Technology Solution</p> <p><b>OE4.5:</b> Plan and Approve an Implementation Roadmap</p> <p><b>OE4.6:</b> Pilot and Deploy Technology Solution</p> <p><b>OE4.7:</b> Maintain, Improve, or Retire Technology(ies)</p> <p><b>OE4.8:</b> Govern Data Integrity and Accountability</p>	<p><b>OE5.1:</b> Identify Knowledge, Skill and Resource Requirements</p> <p><b>OE5.2:</b> Assess Available Knowledge, Skills and Resource Gaps</p> <p><b>OE5.3:</b> Summarize Knowledge, Skill and Resource Gaps</p> <p><b>OE5.4:</b> Determine Hiring and Redeployment Plan</p> <p><b>OE5.5:</b> Determine Training Needs</p> <p><b>OE5.6:</b> Approve, Prioritize, and Launch</p> <p><b>OE5.7:</b> Monitor Performance of Skills Development Program and ROE (Return on Education)</p>	<p><b>OE6.1:</b> Create Contract and SLA</p> <p><b>OE6.2:</b> Receive and Update</p> <p><b>OE6.3:</b> Record and Distribute (e.g., Enter Into CLM)</p> <p><b>OE6.4:</b> Activate or Archive</p> <p><b>OE6.5:</b> Review Contract Performance</p> <p><b>OE6.6:</b> Identify Performance Issues and Opportunities</p> <p><b>OE6.7:</b> Identify Resolution and Improvements</p> <p><b>OE6.8:</b> Select, Prioritize, and Distribute Resolutions</p>	<p><b>OE7.1:</b> Initiate Supply Chain Modeling (Optimization) Program</p> <p><b>OE7.2:</b> Gather Inputs and Data</p> <p><b>OE7.3:</b> Develop Scenarios</p> <p><b>OE7.4:</b> Model and Simulate Scenarios</p> <p><b>OE7.5:</b> Calculate and Assess Impact Projections</p> <p><b>OE7.6:</b> Select and Approve Recommended Changes</p> <p><b>OE7.7:</b> Develop Implementation Roadmap</p> <p><b>OE7.8:</b> Propose Resource Plan and Gain Budget Approval (Including Change Management)</p> <p><b>OE7.9:</b> Kick Off Project and Monitor Progress</p>	<p><b>OE8.1:</b> Determine Regulatory and Compliance Requirements That Apply to Business and Future Compliance Requirements</p> <p><b>OE8.2:</b> Monitor Regulatory Environment</p> <p><b>OE8.3:</b> Assess Regulatory Impact</p> <p><b>OE8.4:</b> Identify Deficiencies and Gaps Versus The New/Projected Regulations</p> <p><b>OE8.5:</b> Define Remediation</p> <p><b>OE8.6:</b> Verify That Remediation Steps Have Been Effective</p> <p><b>OE8.7:</b> Publish and Adopt Remediation</p>	<p><b>OE9.1:</b> Scan Internal/ External Risk Factors</p> <p><b>OE9.2:</b> Identify Risk Event</p> <p><b>OE9.3:</b> Quantify Risk Impact and Probability</p> <p><b>OE9.4:</b> Evaluate Risks Through Scenario Analysis</p> <p><b>OE9.5:</b> Risk Resolution Strategy</p> <p><b>OE9.6:</b> Publish and Communicate</p>	<p><b>OE10.1:</b> Align or Develop Sustainability Plan</p> <p><b>OE10.2:</b> Align Plan With Supply Chain Processes, People, Performance, and Practices</p> <p><b>OE10.3:</b> Develop Materiality Index at the Enterprise Level</p> <p><b>OE10.4:</b> Identify and Address Risks Related to the Supply Chain's Economic, Ecological and Ethical Impact</p> <p><b>OE10.5:</b> Strengthen the Supply Chain's Resilience to Disruptions</p> <p><b>OE10.6:</b> Develop Integrated Reporting of The Supply Chain's Economic, Ecological and Ethical Impact</p>	<p><b>OE11.1:</b> Align Long-Term Financial Plan With Supply Chain Strategy</p> <p><b>OE11.2:</b> Develop Scenarios to Achieve Business Objectives (Economic, Ecological, Ethical)</p> <p><b>OE11.3:</b> Develop Tactical, Operational, and Supply Chain Plans</p> <p><b>OE11.4:</b> Integrate Tactical, Operational, and Supply Chain Plans With Product Life Cycle Plans</p> <p><b>OE11.5:</b> Enable Business Decisions to Be Made Through Access to Cross-Functional Bi Data</p>	<p><b>OE12.1:</b> Define Product and Customer Utilizing the Supply Chain Definition Matrix</p> <p><b>OE12.2:</b> Apply Applicable Differentiators to Segments</p> <p><b>OE12.3:</b> Define Segments By Differentiators</p> <p><b>OE12.4:</b> Group Segments with Similar Characteristics</p> <p><b>OE12.5:</b> Competitive Requirements - Determine How Segment Competes</p> <p><b>OE12.6:</b> Define Operating Model Considerations to Support Competitive Requirements</p> <p><b>OE12.7:</b> Prepare Benchmark for Performance Comparative</p> <p><b>OE12.8:</b> Submit Benchmark</p> <p><b>OE12.9:</b> Set KPI Targets by Segment</p> <p><b>OE12.10:</b> Establish Inventory Strategy to Meet Targets of Cost/ Service</p>	<p><b>OE13.1:</b> Assess the Use of Materials, Water and Energy</p> <p><b>OE13.2:</b> Minimize the Use of Materials, Water and Energy</p> <p><b>OE13.3:</b> Increase the Efficient Use of Fixed Assets</p> <p><b>OE13.4:</b> Reduce Waste</p> <p><b>OE13.5:</b> Extend the Product Lifecycle and Circular Utility</p> <p><b>OE13.6:</b> Maximize Recovery for Reuse and Repurpose</p>



Plan						Order			Source			
P1: Plan Supply Chain	P2: Plan Order	P3: Plan Source	P4: Plan Transform	P5: Plan Fulfill	P6: Plan Return	O1: Order B2C	O2: Order B2B	O3: Order Intra-company	S1: Strategic Source	S2: Direct Procure	S3: Indirect Procure	S4: Source Return
<p><b>P1.1:</b> Capture External Market Signals</p> <p><b>P1.2:</b> Aggregate Supply Chain Requirements</p> <p><b>P1.3:</b> Assess And Create Supply Response</p> <p><b>P1.4:</b> Balance External Market Signals, Supply Chain Requirements, and Supply Chain Response Using Supply Chain Modeling Techniques</p> <p><b>P1.5:</b> Replan, Analyze, and Select Optimal Supply Chain Response</p> <p><b>P1.6:</b> Communicate Plan to Execution Functions and Evaluate</p>	<p><b>P2.1:</b> Aggregate Customer Order Requirements</p> <p><b>P2.2:</b> Assess and Create Initial Order Response</p> <p><b>P2.3:</b> Balance Requirements and Order Response</p> <p><b>P2.4:</b> Replan, Analyze, and Select Optimal Order Response</p> <p><b>P2.5:</b> Communicate Finalized Order Response Back to P1.3</p>	<p><b>P3.1:</b> Aggregate Source Requirements</p> <p><b>P3.2:</b> Assess and Create Initial Source Response</p> <p><b>P3.3:</b> Balance Requirements and Source Response</p> <p><b>P3.4:</b> Replan, Analyze, and Select Optimal Source Response</p> <p><b>P3.5:</b> Communicate Finalized Source Response Back to P1.3</p>	<p><b>P4.1:</b> Aggregate Transform Requirements</p> <p><b>P4.2:</b> Assess and Create Initial Transform Response</p> <p><b>P4.3:</b> Balance Requirements and Transform Response</p> <p><b>P4.4:</b> Replan, Analyze, and Select Optimal Transform Response</p> <p><b>P4.5:</b> Communicate Finalized Transform Response Back to P1.3</p>	<p><b>P5.1:</b> Aggregate Fulfillment Requirements</p> <p><b>P5.2:</b> Assess and Create Initial Fulfillment Response</p> <p><b>P5.3:</b> Balance Requirements and Fulfillment Response</p> <p><b>P5.4:</b> Replan, Analyze, and Select Optimal Fulfillment Response</p> <p><b>P5.5:</b> Communicate Finalized Fulfillment Response Back to P1.3</p>	<p><b>P6.1:</b> Aggregate Return Requirements</p> <p><b>P6.2:</b> Assess and Create Initial Return Response</p> <p><b>P6.3:</b> Balance Requirements and Return Response</p> <p><b>P6.4:</b> Replan, Analyze, and Select Optimal Return Response</p> <p><b>P6.5:</b> Communicate Finalized Return Response Back to P1.3</p>	<p><b>O1.1:</b> Receive Customer Information</p> <p><b>O1.2:</b> Apply Customer Loyalty/ Prioritization Status</p> <p><b>O1.3:</b> Build Order</p> <p><b>O1.4:</b> Process Payment</p> <p><b>O1.5:</b> Generate Receipt and Shipping Date</p> <p><b>O1.6:</b> Receipt and Process Cancellation</p>	<p><b>O2.1:</b> Process Inquiry and Quote</p> <p><b>O2.2:</b> Receive, Enter, and Validate Order</p> <p><b>O2.3:</b> Confirm Inventory Availability and Delivery Date</p> <p><b>O2.4:</b> Apply Allocation Rules</p> <p><b>O2.5:</b> Generate and Submit Order</p> <p><b>O2.6:</b> Process Payment</p> <p><b>O2.7:</b> Transmit Order</p> <p><b>O2.8:</b> Receive and Process Cancellation</p>	<p><b>O3.1:</b> Generate Stock Transfer Order (STO)</p> <p><b>O3.2:</b> Confirm Availability and Delivery Date</p> <p><b>O3.3:</b> Apply Allocation Rules</p> <p><b>O3.4:</b> Confirm Order</p> <p><b>O3.5:</b> Transmit Order</p> <p><b>O3.6:</b> Receive and Process Cancellation</p>	<p><b>S1.1:</b> Define Business Need</p> <p><b>S1.2:</b> Conduct Supply Market Analysis</p> <p><b>S1.3:</b> Develop Sourcing Strategy</p> <p><b>S1.4:</b> Pre-Procurement Market Testing</p> <p><b>S1.5:</b> Source the Supply Market</p> <p><b>S1.6:</b> Prequalify Suppliers</p> <p><b>S1.7:</b> Determine Level of Collaboration Arrangement</p> <p><b>S1.8:</b> Invite to Tender/ Request for Quotation</p> <p><b>S1.9:</b> Analyze Offers and Select Suppliers</p> <p><b>S1.10:</b> Negotiate and Award Contract</p>	<p><b>S2.1:</b> Establish Order Signal</p> <p><b>S2.2:</b> Schedule Product Delivery</p> <p><b>S2.3:</b> Manage Inbound Transport</p> <p><b>S2.4:</b> Receive Product</p> <p><b>S2.5:</b> Inspect And Verify</p> <p><b>S2.6:</b> Transfer Product</p> <p><b>S2.7:</b> Authorize Supplier Payment</p>	<p><b>S3.1:</b> Establish Order Signal</p> <p><b>S3.2:</b> Schedule Product Delivery</p> <p><b>S3.3:</b> Manage Inbound Transport</p> <p><b>S3.4:</b> Receive Product</p> <p><b>S3.5:</b> Inspect and Verify</p> <p><b>S3.6:</b> Transfer Product</p> <p><b>S3.7:</b> Authorize Supplier Payment</p>	<p><b>S4.1:</b> Initiate a Source Return</p> <p><b>S4.2:</b> Request Authorize Product Return</p> <p><b>S4.3:</b> Identify Product Condition/ Return Reason</p> <p><b>S4.4:</b> Schedule Product Shipment</p> <p><b>S4.5:</b> Close or Adjust Return Order</p>

Transform			Fulfill			Return			
T1: Transform Product	T2: Transform Service	T3: Transform Maintenance, Repair, Overhaul (MRO)	F1: Fulfill B2C	F2: Fulfill B2B	F3: Fulfill Intra-company	R1: Return Product	R2: Return Service	R3: Return MRO	
<p><b>T1.1:</b> Finalize Production Engineering</p> <p><b>T1.2:</b> Schedule Production Activities</p> <p><b>T1.3:</b> Issue Raw Material or Components</p> <p><b>T1.4:</b> Transform Product</p> <p><b>T1.5:</b> Inspect and Test Product</p> <p><b>T1.6:</b> Package Product</p> <p><b>T1.7:</b> Release</p> <p><b>T1.8:</b> Disposition Waste or Surplus (Scrap, Recycle, Repurpose)</p> <p><b>T1.9:</b> Manage Transform Product Assets</p>	<p><b>T2.1:</b> Finalize Service Delivery System</p> <p><b>T2.2:</b> Determine The Scope of Service Order and Associated SLAs</p> <p><b>T2.3:</b> Check System Capacity</p> <p><b>T2.4:</b> Check Resource Availability</p> <p><b>T2.5:</b> Schedule Service Requests</p> <p><b>T2.6:</b> Assign Resources and Service Components</p> <p><b>T2.7:</b> Perform Service</p> <p><b>T2.8:</b> Evaluate Service Provision</p> <p><b>T2.9:</b> Receive Customer Acceptance</p>	<p><b>T2.10:</b> Invoice and Receive Payments</p> <p><b>T2.11:</b> Terminate Contract Notices</p> <p><b>T2.12:</b> Retrieve Resources and Service Components</p> <p><b>T2.13:</b> Disposition Waste or Surplus</p>	<p><b>T3.1:</b> Receive MRO Asset from Return</p> <p><b>T3.2:</b> Diagnose the Conditions and Determine Disposition</p> <p><b>T3.3:</b> Open Request for Maintenance Repair or Overhaul</p> <p><b>T3.4:</b> Check Availability of Resources</p> <p><b>T3.5:</b> Schedule MRO</p> <p><b>T3.6:</b> Issue Raw Material or Components or Subassemblies</p> <p><b>T3.7:</b> Transform MRO</p> <p><b>T3.8:</b> Inspect and/or Test Product</p> <p><b>T3.9:</b> Package Product</p> <p><b>T3.10:</b> Assemble Product Documentation</p> <p><b>T3.11:</b> Disposition Waste or Surplus</p> <p><b>T3.12:</b> Manage Transform MRO Assets</p>	<p><b>F1.1:</b> Receive B2C Product from Source or Transform</p> <p><b>F1.2:</b> Receive Order Signal</p> <p><b>F1.3:</b> Pick Product</p> <p><b>F1.4:</b> Pack Product</p> <p><b>F1.5:</b> Stage Product</p> <p><b>F1.6:</b> Schedule Transportation</p> <p><b>F1.7:</b> Notify and Confirm Shipment Window</p> <p><b>F1.8:</b> Load Vehicle and Generate Shipping Document</p> <p><b>F1.9:</b> Ship Product</p> <p><b>F1.10:</b> Assemble or Install Product</p> <p><b>F1.11:</b> Obtain Proof of Delivery or Customer Acceptance</p>	<p><b>F2.1:</b> Receive B2B Product from Source or Transform</p> <p><b>F2.1:</b> Receive Order Signal</p> <p><b>F2.3:</b> Pick Product</p> <p><b>F2.4:</b> Pack and/or Kit Product</p> <p><b>F2.5:</b> Stage Product</p> <p><b>F2.6:</b> Schedule Transportation</p> <p><b>F2.7:</b> Notify and Confirm Dock Appointment</p> <p><b>F2.8:</b> Load Vehicle and Generate Shipping Document</p> <p><b>F2.9:</b> Invoice</p> <p><b>F2.10:</b> Ship Product</p> <p><b>F2.11:</b> Assemble or Install Product</p> <p><b>F2.12:</b> Obtain Proof of Delivery or Customer Acceptance</p>	<p><b>F3.1:</b> Receive Intra-Company Product from Source or Transform</p> <p><b>F3.2:</b> Receive Order Signal</p> <p><b>F3.3:</b> Pick Product</p> <p><b>F3.4:</b> Pack and/or Kit Product</p> <p><b>F3.5:</b> Stage Product</p> <p><b>F3.6:</b> Schedule Transportation</p> <p><b>F3.7:</b> Notify and Confirm Dock Appointment</p> <p><b>F3.8:</b> Load Vehicle and Generate Shipping Document</p> <p><b>F3.9:</b> Ship Product</p> <p><b>F3.10:</b> Assemble or Install Product</p> <p><b>F3.11:</b> Obtain Proof of Delivery or Customer Acceptance</p> <p><b>F3.12:</b> Update Ledger/ Invoice</p>	<p><b>R1.1:</b> Initiate, Authorize, Schedule, Verify Product Return</p> <p><b>R1.2:</b> Receive Product/ Rapid Repair/ Update</p> <p><b>R1.3:</b> RMA Close or Adjust Return Order</p> <p><b>R1.4:</b> Diagnose and/or Test</p> <p><b>R1.5:</b> Disposition Product</p> <p><b>R1.6:</b> Create/Update Return Documents</p> <p><b>R1.7:</b> Transfer Product</p> <p><b>R1.8:</b> Adjust Financial/ Contract/Service Terms</p> <p><b>R1.9:</b> Storage</p> <p><b>R1.10:</b> Receive Intra-Company Product Transfer/Return</p>	<p><b>R2.1:</b> Initiate, Authorize, Schedule, Verify Service</p> <p><b>R2.2:</b> Receive Service, Rapid Service Adjustment/Update</p> <p><b>R2.3:</b> Adjust, Cancel, or Close Service</p> <p><b>R2.4:</b> Diagnose Compliance to Service Specification</p> <p><b>R2.5:</b> Adjust Financial/ Contract/ Service Agreement Terms</p> <p><b>R2.6:</b> Create/Update Documentation</p> <p><b>R2.7:</b> Transfer Service</p>	<p><b>R3.1:</b> Initiate, Authorize, Schedule, Verify MRO</p> <p><b>R3.2:</b> Receive MRO/Rapid Repair/Update</p> <p><b>R3.3:</b> Quote With Customer Verification/ Authorization</p> <p><b>R3.4:</b> Diagnose and/or Test MRO</p> <p><b>R3.5:</b> Disposition MRO</p> <p><b>R3.6:</b> Create/Update MRO Documents</p> <p><b>R3.7:</b> Transfer MRO</p> <p><b>R3.8:</b> Adjust Financial/ Contract/Service Terms</p> <p><b>R3.9:</b> Storage</p>

## SCOR Training

Learn more about the SCOR Digital Standard (SCOR-DS) by attending an ASCM-developed, two-day instructor-led SCOR-DS training. Virtual or in-person classes — led by highly trained experts — use real-world examples and case studies to deepen your understanding of the SCOR model. The training includes an in-depth review of the four major components of SCOR: processes, performance, practices and people. It also covers related standards and assessments, as well as the application of the SCOR-DS to a specific supply chain through a structured transformation learning program.

To learn more and sign up for a training class, visit [ascm.org/learning-opportunities](https://www.ascm.org/learning-opportunities).

Reliability (RL)	
<b>RL.1.1</b>	Perfect Customer Order Fulfillment
<b>RL.2.1</b>	Percentage of Orders Delivered In Full to the Customer
<b>RL.2.2</b>	Delivery Performance to Original Customer Commit Date
<b>RL.2.3</b>	Customer Order Documentation Accuracy
<b>RL.2.4</b>	Customer Order Perfect Condition
<b>RL.3.1</b>	Delivery Item Accuracy to the Customer
<b>RL.3.2</b>	Delivery Quantity Accuracy to the customer
<b>RL.3.3</b>	Customer Commit Date Achievement
<b>RL.3.4</b>	Delivery Customer Location Accuracy
<b>RL.3.5</b>	Customer Order Compliance Documentation Accuracy
<b>RL.3.6</b>	Customer Order Other Required Documentation Accuracy
<b>RL.3.7</b>	Customer Order Payment Documentation Accuracy
<b>RL.3.8</b>	Customer Order Shipping Documentation Accuracy
<b>RL.3.9</b>	Customer Order Percentage of Faultless Installations
<b>RL.3.10</b>	Percentage of Customer Orders or Lines Received Damage Free
<b>RL.3.11</b>	Customer Orders Delivered Damage Free Conformance
<b>RL.3.12</b>	Customer Orders Delivered Defect Free Conformance
<b>RL.1.2</b>	Perfect Supplier Order Fulfillment
<b>RL.2.5</b>	Percentage of Orders Received In Full from the Supplier
<b>RL.2.6</b>	Delivery Performance to Original Supplier Commit Date
<b>RL.2.7</b>	Supplier Order Documentation Accuracy
<b>RL.2.8</b>	Supplier Order Perfect Condition
<b>RL.3.13</b>	Delivery Item Accuracy from the Supplier
<b>RL.3.14</b>	Delivery Quantity Accuracy from the Supplier
<b>RL.3.15</b>	Supplier Achievement to Original Organization Commit Date
<b>RL.3.16</b>	Delivery Organization Location Accuracy
<b>RL.3.17</b>	Supplier Order Compliance Documentation Accuracy
<b>RL.3.18</b>	Supplier Order Other Required Documentation Accuracy
<b>RL.3.19</b>	Supplier Order Payment Documentation Accuracy
<b>RL.3.20</b>	Supplier Order Shipping Documentation Accuracy
<b>RL.3.21</b>	Supplier Order Percentage of Faultless Installations
<b>RL.3.22</b>	Percentage of Supplier Orders or Lines Received Damage Free
<b>RL.3.23</b>	Supplier Orders Delivered Damage Free Conformance
<b>RL.3.24</b>	Supplier Orders Delivered Defect Free Conformance
<b>RL.1.3</b>	Perfect Return Order Fulfillment
<b>RL.2.9</b>	On Time
<b>RL.2.10</b>	In Full (Correct Product)
<b>RL.2.11</b>	Correct Documentation
<b>RL.2.12</b>	Perfect Condition
<b>RL.3.25</b>	Warranty and Returns
<b>RL.3.27</b>	Percentage of Identified Maintenance, Repair and Overhaul (MRO) Products Returned to Service
<b>RL.3.28</b>	Percentage of Item Location Accuracy
<b>RL.3.29</b>	Percentage of Excess Product Returns Delivered Complete to the Designated Return Center
<b>RL.3.30</b>	Percentage of Faultless Invoices

Responsiveness (RS)	
<b>RS.1.1</b>	Customer Order Fulfillment Cycle Time
<b>RS.2.1</b>	Order Cycle Time
<b>RS.2.2</b>	Source Cycle Time
<b>RS.2.3</b>	Transform Cycle Time
<b>RS.2.4</b>	Fulfill Cycle Time
<b>RS.2.5</b>	Return Cycle Time
<b>RS.3.1</b>	Percentage of Orders Booked/Managed Perfectly
<b>RS.3.2</b>	Build Loads Cycle Time
<b>RS.3.3</b>	Consolidate Orders Cycle Time
<b>RS.3.4</b>	Receive, Configure, Enter, and Validate Order Cycle Time
<b>RS.3.5</b>	Reserve Resources and Determine Delivery Date Cycle Time
<b>RS.3.6</b>	Authorize Supplier Payment Cycle Time
<b>RS.3.7</b>	Identify Sources of Supply Cycle Time
<b>RS.3.8</b>	Receive Product Cycle Time
<b>RS.3.9</b>	Schedule Deliver Return Products Cycle Time
<b>RS.3.10</b>	Select Supplier and Negotiate Cycle Time
<b>RS.3.11</b>	Transfer Product Cycle Time
<b>RS.3.12</b>	Verify Raw Material or Product Cycle Time
<b>RS.3.13</b>	Finalize Production Engineering Cycle Time
<b>RS.3.14</b>	Issue Material Cycle Time
<b>RS.3.15</b>	Produce and Test Cycle Time
<b>RS.3.16</b>	Release Finished Product to Deliver Cycle Time
<b>RS.3.17</b>	Schedule Production Activities Cycle Time
<b>RS.3.18</b>	Stage Finished Product Cycle Time
<b>RS.3.19</b>	Package Cycle Time
<b>RS.3.20</b>	Install Product Cycle Time
<b>RS.3.21</b>	Load Product & Generate Shipping Documents Cycle Time
<b>RS.3.22</b>	Pack Product Cycle Time
<b>RS.3.23</b>	Pick Product Cycle Time
<b>RS.3.24</b>	Receive and Verify Product by Customer Cycle Time
<b>RS.3.25</b>	Receive Product from Source or Transform Cycle Time
<b>RS.3.26</b>	Route Shipments Cycle Time
<b>RS.3.27</b>	Schedule Installation Cycle Time
<b>RS.3.28</b>	Select Carriers and Rate Shipments Cycle Time
<b>RS.3.29</b>	Ship Product Cycle Time
<b>RS.3.30</b>	Assess Delivery Performance Cycle Time
<b>RS.3.31</b>	Assess Supplier Performance Cycle Time
<b>RS.3.33</b>	Authorize Defective Product Return Cycle Time
<b>RS.3.34</b>	Authorize Excess Product Return Cycle Time
<b>RS.3.35</b>	Authorize Maintenance, Repair and Overhaul (MRO) Product Return Cycle Time
<b>RS.3.48</b>	Enter Order, Commit Resources and Launch Program Cycle Time
<b>RS.3.65</b>	Issue Sourced and In-Process Product Cycle Time
<b>RS.3.117</b>	Diagnostic Cycle Time
Agility (AG)	
<b>AG.1.1</b>	Supply Chain Agility
<b>AG.2.1</b>	Order Supply Chain Agility
<b>AG.2.2</b>	Source Supply Chain Agility
<b>AG.2.3</b>	Transform Supply Chain Agility
<b>AG.2.4</b>	Fulfill Supply Chain Agility
<b>AG.2.5</b>	Return Supply Chain Agility

Cost (CO)	
<b>CO.1.1</b>	Total Supply Chain Management Cost
<b>CO.2.1</b>	Order Management Cost
<b>CO.2.2</b>	Material Acquisition Cost
<b>CO.2.3</b>	Inventory Carrying Cost
<b>CO.2.4</b>	Supply Chain Finance & Planning Cost
<b>CO.2.5</b>	Supply Chain IT Cost
<b>CO.3.1</b>	New Product Release Phase-In and Maintenance
<b>CO.3.2</b>	Create Customer Order
<b>CO.3.3</b>	Order Entry and Maintenance
<b>CO.3.4</b>	Contract/Program and Channel Management
<b>CO.3.5</b>	Installation Planning
<b>CO.3.6</b>	Order Fulfillment
<b>CO.3.7</b>	Distribution
<b>CO.3.8</b>	Transportation, Outbound Freight and Duties
<b>CO.3.9</b>	Installation
<b>CO.3.10</b>	Customer Invoicing/Accounting
<b>CO.3.11</b>	Materials (Commodity) Management and Planning
<b>CO.3.12</b>	Supplier Quality Engineering
<b>CO.3.13</b>	Inbound Freight and Duties
<b>CO.3.14</b>	Receiving and Material Storage
<b>CO.3.15</b>	Incoming Inspection
<b>CO.3.16</b>	Material Process and Component Engineering
<b>CO.3.17</b>	Tooling
<b>CO.3.18</b>	Opportunity
<b>CO.3.19</b>	Shrinkage
<b>CO.3.20</b>	Insurance and Taxes
<b>CO.3.21</b>	Total Obsolescence for Raw Material, WIP, and Finished Goods Inventory
<b>CO.3.22</b>	Channel Obsolescence
<b>CO.3.23</b>	Field Service Parts Obsolescence
<b>CO.3.24</b>	Supply-Chain Finance Costs
<b>CO.3.25</b>	Demand/Supply Planning Costs
<b>CO.1.2</b>	Cost of Goods Sold (COGS)
<b>CO.2.6</b>	Direct Material Cost
<b>CO.2.7</b>	Direct Labor Cost
<b>CO.2.8</b>	Indirect Cost Related to Production
Profitability (PR)	
<b>PR.1.1</b>	Earnings Before Interest and Taxes (EBIT) as a Percent of Revenue
<b>PR.1.2</b>	Effective Tax Rate
Asset Management Efficiency (AM)	
<b>AM.1.1</b>	Cash-to-Cash Cycle Time
<b>AM.2.1</b>	Days Sales Outstanding
<b>AM.2.2</b>	Inventory Days of Supply
<b>AM.2.3</b>	Days Payable Outstanding
<b>AM.3.1</b>	Inventory Days of Supply - Raw Material
<b>AM.3.2</b>	Inventory Days of Supply - Work in Process (WIP)
<b>AM.3.3</b>	Percentage of Defective Inventory
<b>AM.3.4</b>	Percentage of Excess Inventory
<b>AM.3.5</b>	Inventory Days of Supply - Finished Goods
<b>AM.1.2</b>	Return on Fixed Assets
<b>AM.2.4</b>	Revenue
<b>AM.2.5</b>	Fixed Assets
<b>AM.1.3</b>	Return on Working Capital
<b>AM.2.6</b>	Accounts Payable
<b>AM.2.7</b>	Accounts Receivable
<b>AM.2.8</b>	Inventory

Environmental (EV)	
<b>EV.1.1</b>	Materials Used
<b>EV.2.1</b>	Renewable Materials Used
<b>EV.2.2</b>	Non-Renewable Materials Used
<b>EV.3.1</b>	Reclaimed Products and their Packaging Materials
<b>EV.3.13</b>	Recovery Potential of Materials Used
<b>EV.3.14</b>	Actual Recovery of Materials
<b>EV.3.15</b>	Percentage of Circularity
<b>EV.3.2</b>	Recycled Input Materials Used
<b>EV.3.25</b>	Cost Recovery Per Product Family SKU Through Salvage/ Circular Efforts
<b>EV.3.3</b>	Virgin (Non-Recycled) Input Materials Used
<b>EV.1.2</b>	Energy Consumed
<b>EV.2.3</b>	Renewable Energy Consumed
<b>EV.2.4</b>	Non-Renewable Energy Consumed
<b>EV.3.16</b>	Energy Intensity
<b>EV.3.4</b>	Renewable Energy Sold
<b>EV.3.5</b>	Non-Renewable Energy Sold
<b>EV.1.3</b>	Water Consumed
<b>EV.2.5</b>	Water Withdrawal
<b>EV.2.6</b>	Water Discharge
<b>EV.3.17</b>	Water Intensity
<b>EV.3.6</b>	Water Recycled and Reused
<b>EV.1.4</b>	GHG Emissions
<b>EV.2.7</b>	Direct (Scope 1) GHG Emissions
<b>EV.2.8</b>	Energy Indirect (Scope 2) GHG Emissions
<b>EV.2.9</b>	Other Indirect (Scope 3) GHG Emissions
<b>EV.3.18</b>	GHG Emissions Intensity
<b>EV.1.5</b>	Waste Generated
<b>EV.2.10</b>	Generated Waste Diverted From Disposal
<b>EV.2.11</b>	Generated Waste Directed to Disposal
<b>EV.3.7</b>	Waste Diverted From Disposal for Reuse
<b>EV.3.8</b>	Waste Diverted From Disposal for Recycling
<b>EV.3.9</b>	Waste Diverted From Disposal for Other Recovery Options
<b>EV.3.10</b>	Waste Directed to Disposal for Incineration
<b>EV.3.11</b>	Waste Directed to Disposal for Landfilling
<b>EV.3.12</b>	Waste Directed to Disposal for Other Disposal Operations
Social (SC)	
<b>SC.1.1</b>	Diversity and Inclusion
<b>SC.1.2</b>	Wage Level
<b>SC.1.3</b>	Training
<b>SC.3.1</b>	Employment
<b>SC.3.2</b>	New employee Hires
<b>SC.3.3</b>	Employee Turnover
<b>SC.3.4</b>	Anti-Corruption
<b>SC.3.5</b>	Occupational Safety & Health
<b>SC.3.6</b>	Work-Related Injuries
<b>SC.3.7</b>	Work-Related Ill Health
<b>SC.3.8</b>	Pay Equality
<b>SC.3.9</b>	Parental Leave
<b>SC.3.10</b>	Child Labor
<b>SC.3.11</b>	Career and Development

# SCOR

## DIGITAL STANDARD

## Quick Reference Guide

### SCOR Processes

The SCOR DS is organized around the seven primary management processes of Orchestrate, Plan, Order, Source, Transform, Fulfill, and Return.

SCOR recognizes the Level 0 Orchestrate process, which focuses on the major activities required to connect the supply chain externally to suppliers and customers, as well as to internal stakeholders. SCOR then identifies six Level 1 processes that represent the key activities of the supply chain: Plan, Order, Source, Transform, Fulfill, and Return. Level 2 represents the major process categories within Level 0 and Level 1 processes; Level 3 consists of process elements.

Using these process-building-blocks, the SCOR model can describe supply chains that are very simple or very complex using a common set of definitions across disparate industries. The model focuses on Level 0 to Level 3 processes. It is not prescriptive on how a particular organization should conduct its business or tailor its systems or information flow; however, Level 3 processes can be used to identify the activities that need to be supported by the business systems.

This guide contains all Level 0 through Level 3 processes. Process definitions and linkages to metrics, best practices and skills are in the full digital standard, available at [scor.ascm.org](http://scor.ascm.org).

### SCOR Performance

The performance, or metrics, section of SCOR focuses on understanding the outcomes of the supply chain and consists of two elements: performance attributes and metrics. A performance attribute is a grouping or categorization of metrics used to express a specific strategy. An attribute itself cannot be measured; it is used to set strategic direction. SCOR distinguishes eight performance attributes:

- |                        |                          |
|------------------------|--------------------------|
| 1. Reliability (RL)    | 5. Profit (PR)           |
| 2. Responsiveness (RS) | 6. Asset management (AM) |
| 3. Agility (AG)        | 7. Environmental (EV)    |
| 4. Cost (CO)           | 8. Social (SC)           |

A metric is a standard for measuring the performance of a supply chain or process. SCOR recognizes three levels of predefined metrics:

1. Level 1 metrics are diagnostics for the overall health of the supply chain. They are also known as strategic metrics and key performance indicators (KPIs). Benchmarking level 1 metrics helps establish realistic targets to support strategic directions.
2. Level 2 metrics serve as diagnostics for level 1 metrics. The diagnostic relationship helps to identify the root cause or causes of a performance gap for a level 1 metric.
3. Level 3 metrics serve as diagnostics for level 2 metrics. There are more than 300 metrics in the SCOR DS. This guide contains all level 1 and level 2 metrics, as well as selected level 3 metrics. The full digital standard — including all metrics and linkages to processes, best practices and skills — is available at [scor.ascm.org](http://scor.ascm.org).

### SCOR Practices

A practice is a unique way to configure a process or a set of processes. The uniqueness can be related to the automation of the process, a technology applied in the process, special skills applied to the process, a particular sequence for performing the process, or a method for distributing and connecting processes between organizations. All practices have links to one or more processes; one or more metrics; and, where available, one or more skills.

SCOR practices are industry-neutral and have been recognized across a wide range of organizations for their value. Practices are mapped to one or more practice pillars to identify where a given practice has the most impact and can provide maximum benefit. SCOR contains four practice pillars:

1. Analytics
2. Technology
3. Process
4. Organization

### SCOR People

The people section provides a means for managing talent in the supply chain by incorporating a standard for describing the expertise required to perform tasks and manage processes. The people section consists of skills and associated experiences and trainings. A skill in SCOR is the capacity to deliver predetermined results with minimal input of time and energy, characterized by a standard definition with associated experience and training. SCOR people complements the existing processes, performance and practices components by aligning people and their skills to these elements of the framework.

### About APICS and ASCM

For more than 60 years, APICS certifications and training have demonstrated a commitment to global supply chain excellence – achieved one person at a time. APICS CPIM, CSCP and CLTD are now part of the Association for Supply Chain Management (ASCM), the largest non-profit association for supply chain professionals. ASCM is proud to offer the globally recognized certification programs you've come to trust.