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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.

Scope of SCOR Processes



Demand/Supply Planning and Management

- Balance resources with requirements and establish/communicate plans for the whole supply chain, including Return, and the execution processes of Source, Make, and Deliver.
- Management of business rules, supply chain performance, data collection, inventory, capital assets, transportation, planning configuration, and regulatory requirements and compliance.
- Align the supply chain unit plan with the financial plan.



Sourcing Stocked, Make-to-Order, and Engineer-to-Order Product

- Schedule deliveries; receive, verify, and transfer product; and authorize supplier payments.
- Identify and select supply sources when not predetermined, as for engineer-to-order product.
- Manage business rules, assess supplier performance, and maintain data.
- Manage inventory, capital assets, incoming product, supplier network, import/export requirements, and supplier agreements.



Make-to-Stock, Make-to-Order, and Engineer-to-Order Production Execution

- Schedule production activities, issue product, produce and test, package, stage product, and release product to deliver.
- Finalize engineering for engineer-to-order product.
- Manage rules, performance, data, in-process products (WIP), equipment and facilities, transportation, production network, and regulatory compliance for production.



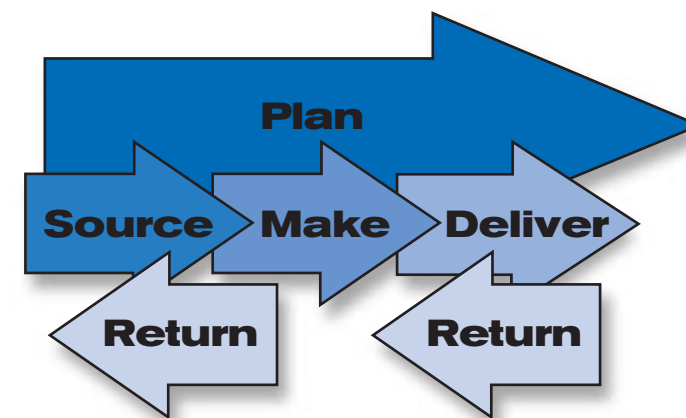
Order, Warehouse, Transportation, and Installation Management for Stocked, Make-to-Order, Engineer-to-Order, and Retail Product

- All order management steps from processing customer inquiries and quotes to routing shipments and selecting carriers.
- Warehouse management from receiving and picking product to load and ship product. Receive and verify product at customer site and install, if necessary.
- Invoicing customer.
- Manage Deliver business rules, performance, information, finished product inventories, capital assets, transportation, product life cycle, and import/export requirements.



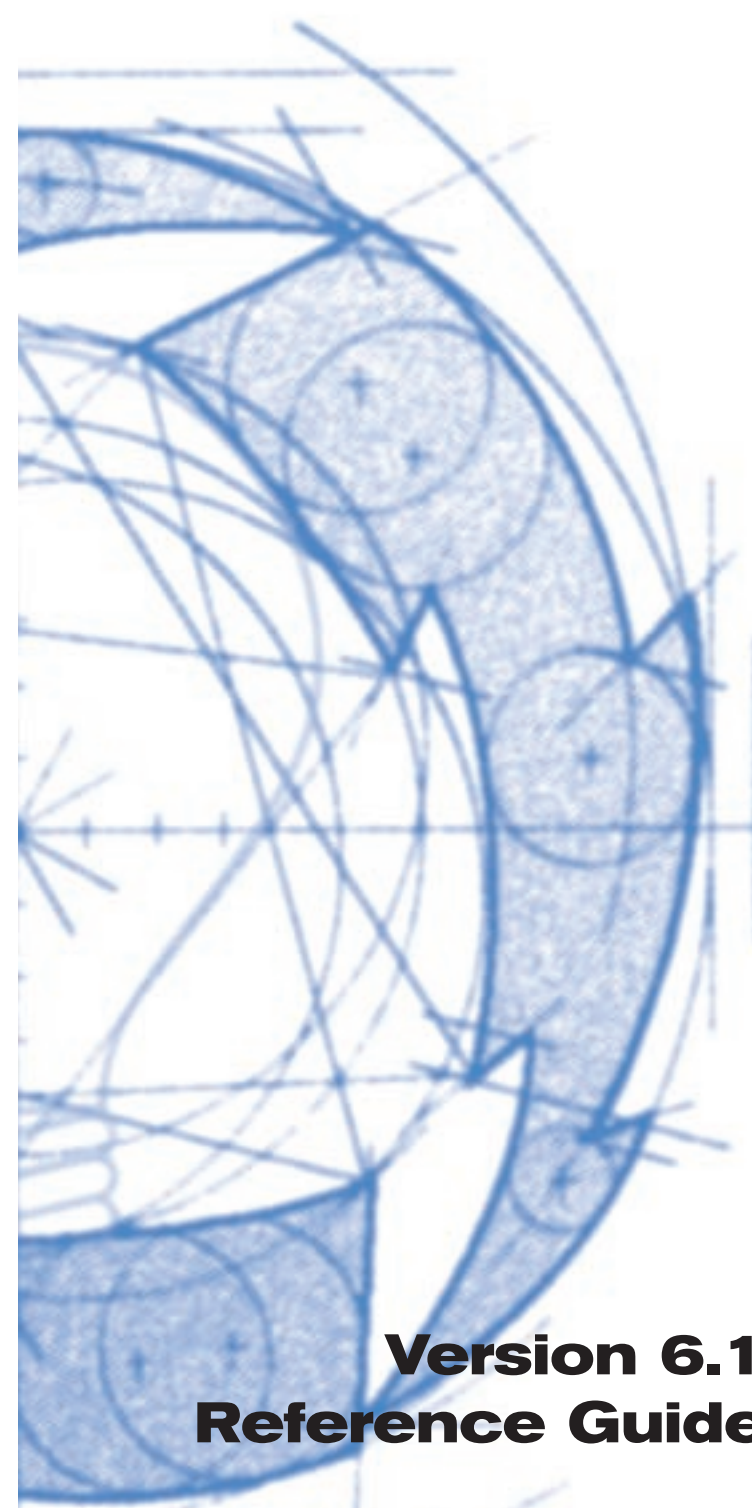
Return of Raw Materials (to Supplier) and Receipt of Returns of Finished Goods (from Customer), including Defective Products, MRO Products, and Excess Products

- All return defective product steps from authorizing return; scheduling product return; receiving, verifying, and disposition of defective product; and return replacement or credit.
- Return MRO product steps from authorizing and scheduling return, determining product condition, transferring product, verifying product condition, disposition, and request return authorization.
- Return excess product steps including identifying excess inventory, scheduling shipment, receiving returns, approving request authorization, receiving excess product return in Source, verifying excess, and recover and disposition of excess product.
- Manage Return business rules, performance, data collection, return inventory, capital assets, transportation, network configuration, and regulatory requirements and compliance.



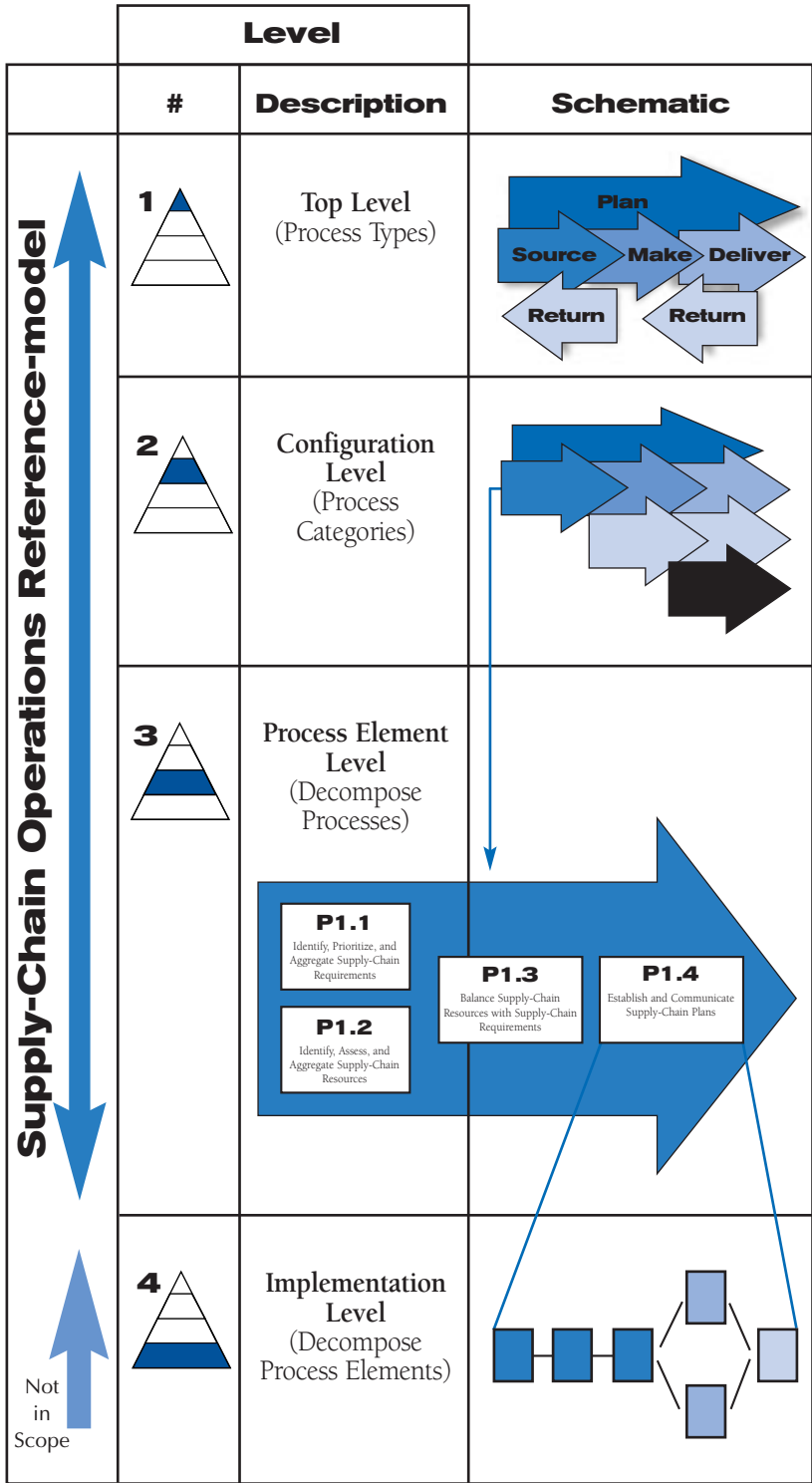
Supply-Chain Operations Reference Model

SCOR
Supply-Chain Council



Version 6.1
Reference Guide

SCOR Contains Three Levels of Process



PLAN

P1 Plan Supply Chain	P2 Plan Source	P3 Plan Make	P4 Plan Deliver	P5 Plan Return
<p>P1.1: Identify, Prioritize, & Aggregate Supply-Chain Requirements</p> <p>P1.2: Identify, Assess, & Aggregate Supply-Chain Resources</p> <p>P1.3: Balance Supply-Chain Resources with Supply-Chain Requirements</p> <p>P1.4: Establish & Communicate Supply-Chain Plans</p>	<p>P2.1: Identify, Prioritize, & Aggregate Product Requirements</p> <p>P2.2: Identify, Assess, & Aggregate Product Resources</p> <p>P2.3: Balance Product Resources with Product Requirements</p> <p>P2.4: Establish Sourcing Plans</p>	<p>P3.1: Identify, Prioritize, & Aggregate Production Requirements</p> <p>P3.2: Identify, Assess, & Aggregate Production Resources</p> <p>P3.3: Balance Production Resources with Production Requirements</p> <p>P3.4: Establish Production Plans</p>	<p>P4.1: Identify, Prioritize, & Aggregate Delivery Requirements</p> <p>P4.2: Identify, Assess, & Aggregate Delivery Resources</p> <p>P4.3: Balance Delivery Resources with Delivery Requirements</p> <p>P4.4: Establish Delivery Plans</p>	<p>P5.1: Identify, Prioritize, & Aggregate Return Requirements</p> <p>P5.2: Identify, Assess, & Aggregate Return Resources</p> <p>P5.3: Balance Return Resources with Return Requirements</p> <p>P5.4: Establish & Communicate Return Plans</p>
Enable Plan				
<p>EP1: Manage Business Rules for Plan Processes</p> <p>EP6: Manage Integrated Supply Chain Transportation</p>	<p>EP2: Manage Performance of Supply Chain</p> <p>EP7: Manage Planning Configuration</p>	<p>EP3: Manage Plan Data Collection</p> <p>EP8: Manage Plan Regulatory Requirements & Compliance</p>	<p>EP4: Manage Integrated Supply Chain Inventory</p> <p>EP9: Align Supply Chain Unit Plan with Financial Plan</p>	<p>EP5: Manage Integrated Supply Chain Capital Assets</p>

SOURCE

S1 Source Stocked Product	S2 Source Make-to-Order Product	S3 Source Engineer-to-Order Product
S1.1: Schedule Product Deliveries	S2.1: Schedule Product Deliveries	S3.1: Identify Sources of Supply
S1.2: Receive Product	S2.2: Receive Product	S3.2: Select Final Supplier(s) and Negotiate
S1.3: Verify Product	S2.3: Verify Product	S3.3: Schedule Product Deliveries
S1.4: Transfer Product	S2.4: Transfer Product	S3.4: Receive Product
S1.5: Authorize Supplier Payment	S2.5: Authorize Supplier Payment	S3.5: Verify Product
		S3.6: Transfer Product
		S3.7: Authorize Supplier Payment

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	

MAKE

M1 Make-to-Stock	M2 Make-to-Order	M3 Engineer-to-Order		
<p>M1.1: Schedule Production Activities</p> <p>M1.2: Issue Product</p> <p>M1.3: Produce and Test</p> <p>M1.4: Package</p> <p>M1.5: Stage Product</p> <p>M1.6: Release Product to Deliver</p>	<p>M2.1: Schedule Production Activities</p> <p>M2.2: Issue Product</p> <p>M2.3: Produce and Test</p> <p>M2.4: Package</p> <p>M2.5: Stage Product</p> <p>M2.6: Release Product to Deliver</p>	<p>M3.1: Finalize Engineering</p> <p>M3.2: Schedule Production Activities</p> <p>M3.3: Issue Product</p> <p>M3.4: Produce & Test</p> <p>M3.5: Package</p> <p>M3.6: Stage Product</p> <p>M3.7: Release Product to Deliver</p>		
<h2>Enable Make</h2>				
<p>EM1: Manage Production Rules</p> <p>EM6: Manage Transportation</p>	<p>EM2: Manage Production Performance</p> <p>EM7: Manage Production Network</p>	<p>EM3: Manage Make Information</p> <p>EM8: Manage Production Regulatory Compliance</p>	<p>EM4: Manage In-Process Products (WIP)</p>	<p>EM5: Manage Equipment and Facilities</p>

DELIVER

D1 Deliver Stocked Product	D2 Deliver Make-to- Order	D3 Deliver Engineer-to- Order Product	D4 Deliver Retail Product
<p>D1.1: Process Inquiry & Quote</p> <p>D1.2: Receive, Enter & Validate Order</p> <p>D1.3: Reserve Inventory & Determine Delivery Date</p> <p>D1.4: Consolidate Orders</p> <p>D1.5: Plan & Build Loads</p> <p>D1.6: Route Shipments</p> <p>D1.7: Select Carriers & Rate Shipments</p> <p>D1.8: Receive Product at Warehouse</p> <p>D1.9: Pick Product</p> <p>D1.10: Load Vehicle, Generate Ship Docs, Verify Credit & Ship Product</p> <p>D1.11: Receive & Verify Product at Customer Site</p> <p>D1.12: Install Product</p> <p>D1.13: Invoice</p>	<p>D2.1: Process Inquiry & Quote</p> <p>D2.2: Receive, Configure, Enter & Validate Order</p> <p>D2.3: Reserve Resources & Determine Delivery Date</p> <p>D2.4: Consolidate Orders</p> <p>D2.5: Plan & Build Loads</p> <p>D2.6: Route Shipments</p> <p>D2.7: Select Carriers & Rate Shipments</p> <p>D2.8: Pick Staged Product</p> <p>D2.9: Load Vehicle, Generate Ship Docs, Verify Credit & Ship Product</p> <p>D2.10: Receive & Verify Product at Customer Site</p> <p>D2.11: Test and Install Product</p> <p>D2.12: Invoice</p>	<p>D3.1: Obtain & Respond to RFP/RFQ</p> <p>D3.2: Negotiate & Receive Contract</p> <p>D3.3: Enter Order, Commit Resources & Launch Program</p> <p>D3.4: Schedule Installation</p> <p>D3.5: Plan and Build Loads and Shipments</p> <p>D3.6: Route Shipments & Select Carrier</p> <p>D3.7: Pick Staged Product</p> <p>D3.8: Load Vehicle, Generate Ship Docs, Verify Credit & Ship Product</p> <p>D3.9: Receive & Verify Product at Customer Site</p> <p>D3.10: Test and Install Product</p> <p>D3.11: Invoice</p>	<p>D4.1: Generate Stocking Schedule</p> <p>D4.2: Receive Product at the Store</p> <p>D4.3: Pick Product from Backroom</p> <p>D4.4: Stock Shelf</p> <p>D4.5: Fill Shopping Cart</p> <p>D4.6: Checkout</p> <p>D4.7: Deliver and/or install</p>
<h2>Enable Deliver</h2>			
<p>ED1: Manage Deliver Business Rules</p> <p>ED6: Manage Transportation</p>	<p>ED2: Assess Delivery Performance</p> <p>ED7: Manage Product Life Cycle</p>	<p>ED3: Manage Deliver Information</p> <p>ED8: Manage Import/Export Requirements</p>	<p>ED4: Manage Finished Product Inventories</p> <p>ED5: Manage Deliver Capital Assets</p>

RETURN

SR1 Source Return Defective Product	DR1 Deliver Return Defective Product	SR2 Source Return MRO Product	DR2 Deliver Return MRO Product	SR3 Source Return Excess Product	DR3 Deliver Return Excess Product
<p>SR1.1: Identify Defective Product Condition</p> <p>SR1.2: Disposition Defective Product</p> <p>SR1.3: Request Defective Product Return Authorization</p> <p>SR1.4: Schedule Defective Product Shipment</p> <p>SR1.5: Return Defective Product</p>	<p>DR1.1: Authorize Defective Product Return</p> <p>DR1.2: Schedule Defective Return Receipt</p> <p>DR1.3: Receive Defective Product (includes verify)</p> <p>DR1.4: Transfer Defective Product</p>	<p>SR2.1: Identify MRO Product Condition</p> <p>SR2.2: Disposition MRO Product</p> <p>SR2.3: Request MRO Return Authorization</p> <p>SR2.4: Schedule MRO Shipment</p> <p>SR2.5: Return MRO Product</p>	<p>DR2.1: Authorize MRO Product Return</p> <p>DR2.2: Schedule MRO Return Receipt</p> <p>DR2.3: Receive MRO Product (includes verify)</p> <p>DR2.4: Transfer MRO Product</p>	<p>SR3.1: Identify Excess Product Condition</p> <p>SR3.2: Disposition Excess Product</p> <p>SR3.3: Request Excess Product Return Authorization</p> <p>SR3.4: Schedule Excess Product Shipment</p> <p>SR3.5: Return Excess Product</p>	<p>DR3.1: Authorize Excess Product Return</p> <p>DR3.2: Schedule Excess Return Receipt</p> <p>DR3.3: Receive Excess Product (includes verify)</p> <p>DR3.4: Transfer Excess Product</p>
Enable Return					
<p>ER1: Manage Business Rules for Return Processes</p> <p>ER6: Manage Return Transportation</p>	<p>ER2: Manage Performance of Return Processes</p> <p>ER7: Manage Return Network Configuration</p>	<p>ER3: Manage Return Data Collection</p> <p>ER8: Manage Return Regulatory Requirements & Compliance</p>	<p>ER4: Manage Return Inventory</p>	<p>ER5: Manage Return Capital Assets</p>	