SCOR
DIGITAL STANDARD

Quick Reference Guide

ASCM
ASSOCIATION FOR
SUPPLY CHAIN
MANAGEMENT

SCOR DIGITAL STANDARD
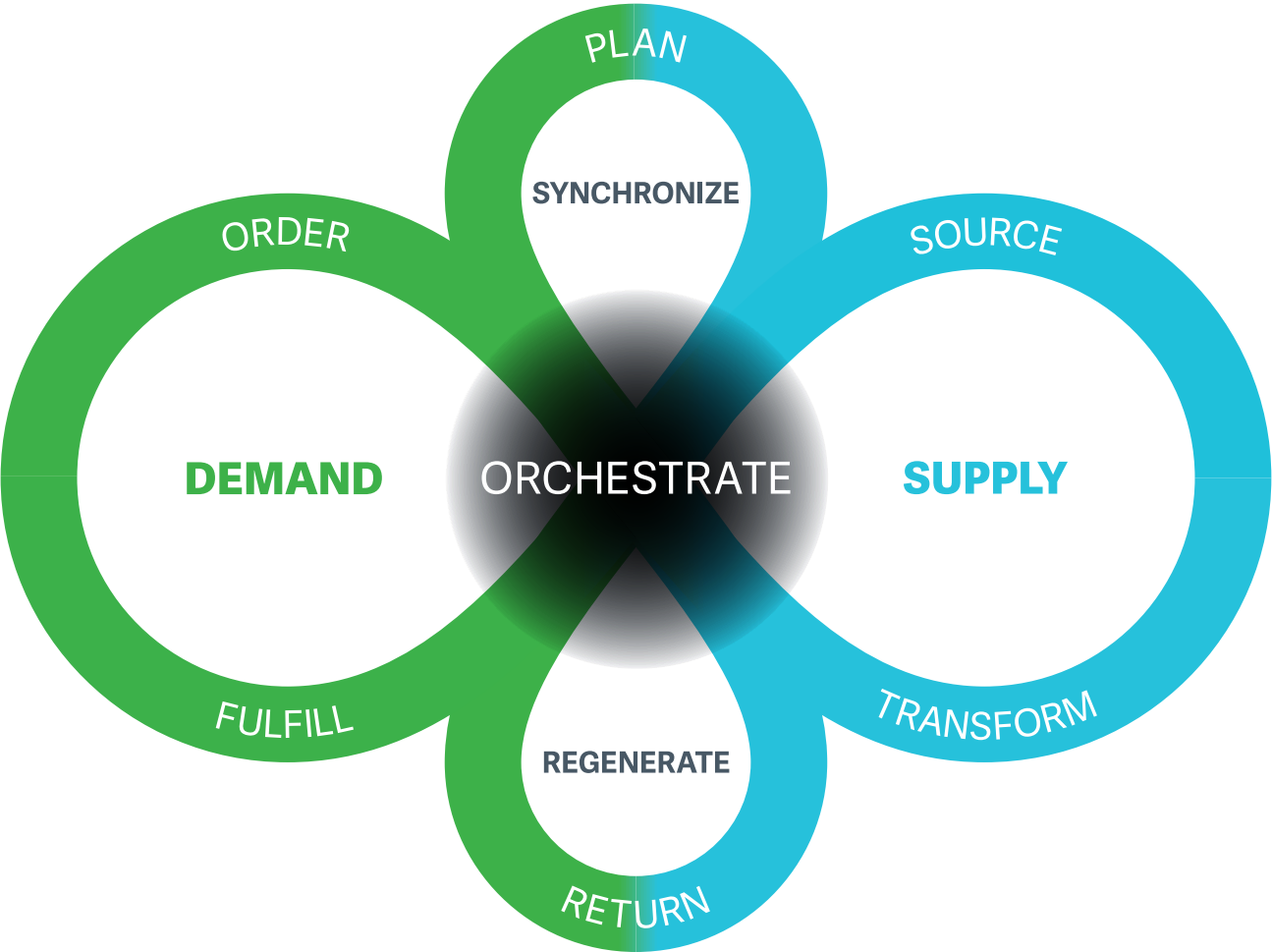

PLAN
SYNCHRONIZE
ORDER
SOURCE
DEMAND
ORCHESTRATE
SUPPLY
FULFILL
TRANSFORM
REGENERATE
RETURN

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**

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
OE1.1: Gather and Analyze Overall Organizational Strategy	**OE2.1:** Gather Business Rules	**OE3.1:** Develop Balanced Scorecard	**OE4.1:** Define Supply Chain Data, Information and/or Technology Requirements	**OE5.1:** Identify Knowledge, Skill and Resource Requirements	**OE6.1:** Create Contract and SLA	**OE7.1:** Initiate Supply Chain Modeling (Optimization) Program	**OE8.1:** Determine Regulatory and Compliance Requirements That Apply to Business and Future Compliance Requirements	**OE9.1:** Scan Internal/ External Risk Factors	**OE10.1:** Align or Develop Sustainability Plan	**OE11.1:** Align Long-Term Financial Plan With Supply Chain Strategy	**OE12.1:** Define Product and Customer Utilizing the Supply Chain Definition Matrix	**OE13.1:** Assess the Use of Materials, Water and Energy
OE1.2: Define Strategic Supply Chain Context and Scope	**OE2.2:** Interpret Business Rules	**OE3.2:** Initiate Reports	**OE4.2:** Identify Technology Solution Alternatives	**OE5.2:** Assess Available Knowledge, Skills and Resource Gaps	**OE6.2:** Receive and Update	**OE7.2:** Gather Inputs and Data	**OE8.2:** Monitor Regulatory Environment	**OE9.2:** Identify Risk Event	**OE10.2:** Align Plan With Supply Chain Processes, People, Performance, and Practices	**OE11.2:** Develop Scenarios to Achieve Business Objectives (Economic, Ecological, Ethical)	**OE12.2:** Apply Applicable Differentiators to Segments	**OE13.2:** Minimize the Use of Materials, Water and Energy
OE1.3: Gather and Analyze External Supply Chain Insights (Customer, Product, Services)	**OE2.3:** Document Business Rules	**OE3.3:** Analyze Data	**OE4.3:** Develop the Architecture Plan	**OE5.3:** Summarize Knowledge, Skill and Resource Gaps	**OE6.3:** Record and Distribute (e.g., Enter Into CLM)	**OE7.3:** Develop Scenarios	**OE8.3:** Assess Regulatory Impact	**OE9.3:** Quantify Risk Impact and Probability	**OE10.3:** Develop Materiality Index at the Enterprise Level	**OE11.3:** Develop Tactical, Operational, and Supply Chain Plans	**OE12.3:** Define Segments By Differentiators	**OE13.3:** Increase the Efficient Use of Fixed Asssets
OE1.4: Define and Prioritize Product and Service Supply Chain Segments	**OE2.4:** Communicate Business Rules	**OE3.4:** Identify the Gaps and Opportunities	**OE4.4:** Select Preferred Technology Solution	**OE5.4:** Determine Hiring and Redeployment Plan	**OE6.4:** Activate or Archive	**OE7.4:** Model and Simulate Scenarios	**OE8.4:** Identify Deficiencies and Gaps Versus The New/Projected Regulations	**OE9.4:** Evaluate Risks Through Scenario Analysis	**OE10.4:** Identify and Address Risks Related to the Supply Chain's Economic, Ecological and Ethical Impact	**OE11.4:** Integrate Tactical, Operational, and Supply Chain Plans With Product Life Cycle Plans	**OE12.4:** Group Segments with Similar Characteristics	**OE13.4:** Reduce Waste
OE1.5: Conduct Strategic Supply Chain Analysis, Benchmarking and Gather Insights (Stakeholders, Competitor, Industry, Markets, Etc.)	**OE2.5:** Approve and Publish Business Rules	**OE3.5:** Develop Action Plans	**OE4.5:** Plan and Approve an Implementation Roadmap	**OE5.5:** Determine Training Needs	**OE6.5:** Review Contract Performance	**OE7.5:** Calculate and Assess Impact Projections	**OE8.5:** Define Remediation	**OE9.5:** Risk Resolution Strategy	**OE10.5:** Strengthen the Supply Chain's Resilience to Disruptions	**OE11.5:** Enable Business Decisions to Be Made Through Access to Cross-Functional Bi Data	**OE12.5:** Competitive Requirements - Determine How Segment Competes	**OE13.5:** Extend the Product Lifecycle and Circular Utility
OE1.6: Conduct Internal Supply Chain Environment and Strategic Risk Assessment	**OE2.6:** Retire or Reassess Business Rules	**OE3.6:** Prioritize and Approve Action Plan(s)	**OE4.6:** Pilot and Deploy Technology Solution	**OE5.6:** Approve, Prioritize, and Launch	**OE6.6:** Identify Performance Issues and Opportunities	**OE7.6:** Select and Approve Recommended Changes	**OE8.6:** Verify That Remediation Steps Have Been Effective	**OE9.6:** Publish and Communicate	**OE10.6:** Develop Integrated Reporting of The Supply Chain's Economic, Ecological and Ethical Impact		**OE12.6:** Define Operating Model Considerations to Support Competitive Requirements	**OE13.6:** Maximize Recovery for Reuse and Repurpose
OE 1.7: Develop Supply Chain Performance Objectives and Drivers of Strategic Performance, Aligned to Strategic Plan		**OE3.7:** Validate sustained Outcomes	**OE4.7:** Maintain, Improve, or Retire Technology(ies)	**OE5.7:** Monitor Performance of Skills Development Program and ROE (Return on Education)	**OE6.7:** Identify Resolution and Improvements	**OE7.7:** Develop Implementation Roadmap	**OE8.7:** Publish and Adopt Remediation				**OE12.7:** Prepare Benchmark for Performance Comparative	
OE1.8: Review And Validate Supply Chain Operating Model and Organizational Design to Align to Strategic Plan			**OE4.8:** Govern Data Integrity and Accountability		**OE6.8:** Select, Prioritize, and Distribute Resolutions	**OE7.8:** Propose Resource Plan and Gain Budget Approval (Including Change Management)					**OE12.8:** Submit Benchmark	
OE1.9: Coordinate and Align Supply Chain Functional and Process Strategies, Information and Data Alignment						**OE7.9:** Kick Off Project and Monitor Progress					**OE12.9:** Set KPI Targets by Segment	
OE1.10: Communicate Strategic Goals and Initiatives for Implementation											**OE12.10:** Establish Inventory Strategy to Meet Targets of Cost/ Service	
OE1.11: Execute, Monitor and Measure Strategic Plan with Key Stakeholders												

Plan

P1: Plan Supply Chain

P1.1: Capture External Market Signals

P1.2: Aggregate Supply Chain Requirements

P1.3: Assess And Create Supply Response

P1.4: Balance External Market Signals, Supply Chain Requirements, and Supply Chain Response Using Supply Chain Modeling Techniques

P1.5: Replan, Analyze, and Select Optimal Supply Chain Response

P1.6: Communicate Plan to Execution Functions and Evaluate

P2: Plan Order

P2.1: Aggregate Customer Order Requirements

P2.2: Assess and Create Initial Order Response

P2.3: Balance Requirements and Order Response

P2.4: Replan, Analyze, and Select Optimal Order Response

P2.5: Communicate Finalized Order Response Back to P1.3

P3: Plan Source

P3.1: Aggregate Source Requirements

P3.2: Assess and Create Initial Source Response

P3.3: Balance Requirements and Source Response

P3.4: Replan, Analyze, and Select Optimal Source Response

P3.5: Communicate Finalized Source Response Back to P1.3

P4: Plan Transform

P4.1: Aggregate Transform Requirements

P4.2: Assess and Create Initial Transform Response

P4.3: Balance Requirements and Transform Response

P4.4: Replan, Analyze, and Select Optimal Transform Response

P4.5: Communicate Finalized Transform Response Back to P1.3

P5: Plan Fulfill

P5.1: Aggregate Fulfillment Requirements

P5.2: Assess and Create Initial Fulfillment Response

P5.3: Balance Requirements and Fulfillment Response

P5.4: Replan, Analyze, and Select Optimal Fulfillment Response

P5.5: Communicate Finalized Fulfillment Response Back to P1.3

P6: Plan Return

P6.1: Aggregate Return Requirements

P6.2: Assess and Create Initial Return Response

P6.3: Balance Requirements and Return Response

P6.4: Replan, Analyze, and Select Optimal Return Response

P6.5: Communicate Finalized Return Response Back to P1.3

Order

O1: Order B2C

O1.1: Receive Customer Information

O1.2: Apply Customer Loyalty/ Prioritization Status

O1.3: Build Order

O1.4: Process Payment

O1.5: Generate Receipt and Shipping Date

O1.6: Receipt and Process Cancellation

O2: Order B2B

O2.1: Process Inquiry and Quote

O2.2: Receive, Enter, and Validate Order

O2.3: Confirm Inventory Availability and Delivery Date

O2.4: Apply Allocation Rules

O2.5: Generate and Submit Order

O2.6: Process Payment

O2.7: Transmit Order

O2.8: Receive and Process Cancellation

O3: Order Intra-company

O3.1: Generate Stock Transfer Order (STO)

O3.2: Confirm Availability and Delivery Date

O3.3: Apply Allocation Rules

O3.4: Confirm Order

O3.5: Transmit Order

O3.6: Receive and Process Cancellation

Source

S1: Strategic Source

S1.1: Define Business Need

S1.2: Conduct Supply Market Analysis

S1.3: Develop Sourcing Strategy

S1.4: Pre-Procurement Market Testing

S1.5: Source the Supply Market

S1.6: Prequalify Suppliers

S1.7: Determine Level of Collaboration Arrangement

S1.8: Invite to Tender/ Request for Quotation

S1.9: Analyze Offers and Select Suppliers

S1.10: Negotiate and Award Contract

S2: Direct Procure

S2.1: Establish Order Signal

S2.2: Schedule Product Delivery

S2.3: Manage Inbound Transport

S2.4: Receive Product

S2.5: Inspect And Verify

S2.6: Transfer Product

S2.7: Authorize Supplier Payment

S3: Indirect Procure

S3.1: Establish Order Signal

S3.2: Schedule Product Delivery

S3.3: Manage Inbound Transport

S3.4: Receive Product

S3.5: Inspect and Verify

S3.6: Transfer Product

S3.7: Authorize Supplier Payment

S4: Source Return

S4.1: Initiate a Source Return

S4.2: Request Authorize Product Return

S4.3: Identify Product Condition/ Return Reason

S4.4: Schedule Product Shipment

S4.5: Close or Adjust Return Order

Transform

T1: Transform Product

T1.1: Finalize Production Engineering

T1.2: Schedule Production Activities

T1.3: Issue Raw Material or Components

T1.4: Transform Product

T1.5: Inspect and Test Product

T1.6: Package Product

T1.7: Release

T1.8: Disposition Waste or Surplus (Scrap, Recycle, Repurpose)

T1.9: Manage Transform Product Assets

T2: Transform Service

T2.1: Finalize Service Delivery System

T2.2: Determine The Scope of Service Order and Associated SLAs

T2.3: Check System Capacity

T2.4: Check Resource Availability

T2.5: Schedule Service Requests

T2.6: Assign Resources and Service Components

T2.7: Perform Service

T2.8: Evaluate Service Provision

T2.9: Receive Customer Acceptance

T2.10: Invoice and Receive Payments

T2.11: Terminate Contract Notices

T2.12: Retrieve Resources and Service Components

T2.13: Disposition Waste or Surplus

T3: Transform Maintenance, Repair, Overhaul (MRO)

T3.1: Receive MRO Asset from Return

T3.2: Diagnose the Conditions and Determine Disposition

T3.3: Open Request for Maintenance Repair or Overhaul

T3.4: Check Availability of Resources

T3.5: Schedule MRO

T3.6: Issue Raw Material or Components or Subassemblies

T3.7: Transform MRO

T3.8: Inspect and/or Test Product

T3.9: Package Product

T3.10: Assemble Product Documentation

T3.11: Disposition Waste or Surplus

T3.12: Manage Transform MRO Assets

Fulfill

F1: Fulfill B2C

F1.1: Receive B2C Product from Source or Transform

F1.2: Receive Order Signal

F1.3: Pick Product

F1.4: Pack Product

F1.5: Stage Product

F1.6: Schedule Transportation

F1.7: Notify and Confirm Shipment Window

F1.8: Load Vehicle and Generate Shipping Document

F1.9: Ship Product

F1.10: Assemble or Install Product

F1.11: Obtain Proof of Delivery or Customer Acceptance

F2: Fulfill B2B

F2.1: Receive B2B Product from Source or Transform

F2.1: Receive Order Signal

F2.3: Pick Product

F2.4: Pack and/or Kit Product

F2.5: Stage Product

F2.6: Schedule Transportation

F2.7: Notify and Confirm Dock Appointment

F2.8: Load Vehicle and Generate Shipping Document

F2.9: Invoice

F2.10: Ship Product

F2.11: Assemble or Install Product

F2.12: Obtain Proof of Delivery or Customer Acceptance

F3: Fulfill Intra-company

F3.1: Receive Intra-Company Product from Source or Transform

F3.2: Receive Order Signal

F3.3: Pick Product

F3.4: Pack and/or Kit Product

F3.5: Stage Product

F3.6: Schedule Transportation

F3.7: Notify and Confirm Dock Appointment

F3.8: Load Vehicle and Generate Shipping Document

F3.9: Ship Product

F3.10: Assemble or Install Product

F3.11: Obtain Proof of Delivery or Customer Acceptance

F3.12: Update Ledger/ Invoice

Return

R1: Return Product

R1.1: Initiate, Authorize, Schedule, Verify Product Return

R1.2: Receive Product/ Rapid Repair/ Update

R1.3: RMA Close or Adjust Return Order

R1.4 Diagnose and/or Test

R1.5: Disposition Product

R1.6 Create/Update Return Documents

R1.7 Transfer Product

R1.8 Adjust Financial/ Contract/Service Terms

R1.9 Storage

R1.10 Receive Intra-Company Product Transfer/Return

R2: Return Service

R2.1 Initiate, Authorize, Schedule, Verify Service

R2.2 Receive Service, Rapid Service Adjustment/Update

R2.3 Adjust, Cancel, or Close Service

R2.4 Diagnose Compliance to Service Specification

R2.5 Adjust Financial/ Contract/ Service Agreement Terms

R2.6 Create/Update Documentation

R2.7 Transfer Service

R3: Return MRO

R3.1: Initiate, Authorize, Schedule, Verify MRO

R3.2: Receive MRO/Rapid Repair/Update

R3.3 Quote With Customer Verification/ Authorization

R3.4: Diagnose and/or Test MRO

R3.5: Disposition MRO

R3.6: Create/Update MRO Documents

R3.7: Transfer MRO

R3.8: Adjust Financial/ Contract/Service Terms

R3.9: Storage

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**.

Reliability (RL)

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

Responsiveness (RS)

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

Agility (AG)

AG.1.1	Supply Chain Agility
AG.2.1	Order Supply Chain Agility
AG.2.2	Source Supply Chain Agility
AG.2.3	Transform Supply Chain Agility
AG.2.4	Fulfill Supply Chain Agility
AG.2.5	Return Supply Chain Agility

Cost (CO)

CO.1.1	Total Supply Chain Management Cost
CO.2.1	Order Management Cost
CO.2.2	Material Acquisition Cost
CO.2.3	Inventory Carrying Cost
CO.2.4	Supply Chain Finance & Planning Cost
CO.2.5	Supply Chain IT Cost
CO.3.1	New Product Release Phase-In and Maintenance
CO.3.2	Create Customer Order
CO.3.3	Order Entry and Maintenance
CO.3.4	Contract/Program and Channel Management
CO.3.5	Installation Planning
CO.3.6	Order Fulfillment
CO.3.7	Distribution
CO.3.8	Transportation, Outbound Freight and Duties
CO.3.9	Installation
CO.3.10	Customer Invoicing/Accounting
CO.3.11	Materials (Commodity) Management and Planning
CO.3.12	Supplier Quality Engineering
CO.3.13	Inbound Freight and Duties
CO.3.14	Receiving and Material Storage
CO.3.15	Incoming Inspection
CO.3.16	Material Process and Component Engineering
CO.3.17	Tooling
CO.3.18	Opportunity
CO.3.19	Shrinkage
CO.3.20	Insurance and Taxes
CO.3.21	Total Obsolescence for Raw Material, WIP, and Finished Goods Inventory
CO.3.22	Channel Obsolescence
CO.3.23	Field Service Parts Obsolescence
CO.3.24	Supply-Chain Finance Costs
CO.3.25	Demand/Supply Planning Costs
CO.1.2	Cost of Goods Sold (COGS)
CO.2.6	Direct Material Cost
CO.2.7	Direct Labor Cost
CO.2.8	Indirect Cost Related to Production

Profitability (PR)

PR.1.1	Earnings Before Interest and Taxes (EBIT) as a Percent of Revenue
PR.1.2	Effective Tax Rate

Asset Management Efficiency (AM)

AM.1.1	Cash-to-Cash Cycle Time
AM.2.1	Days Sales Outstanding
AM.2.2	Inventory Days of Supply
AM.2.3	Days Payable Outstanding
AM.3.1	Inventory Days of Supply - Raw Material
AM.3.2	Inventory Days of Supply - Work in Process (WIP)
AM.3.3	Percentage of Defective Inventory
AM.3.4	Percentage of Excess Inventory
AM.3.5	Inventory Days of Supply - Finished Goods
AM.1.2	Return on Fixed Assets
AM.2.4	Revenue
AM.2.5	Fixed Assets
AM.1.3	Return on Working Capital
AM.2.6	Accounts Payable
AM.2.7	Accounts Receivable
AM.2.8	Inventory

Environmental (EV)

EV.1.1	Materials Used
EV.2.1	Renewable Materials Used
EV.2.2	Non-Renewable Materials Used
EV.3.1	Reclaimed Products and their Packaging Materials
EV.3.13	Recovery Potential of Materials Used
EV.3.14	Actual Recovery of Materials
EV.3.15	Percentage of Circularity
EV.3.2	Recycled Input Materials Used
EV3.25	Cost Recovery Per Product Family SKU Through Salvage/Circular Efforts
EV.3.3	Virgin (Non-Recycled) Input Materials Used
EV.1.2	Energy Consumed
EV.2.3	Renewable Energy Consumed
EV.2.4	Non-Renewable Energy Consumed
EV.3.16	Energy Intensity
EV.3.4	Renewable Energy Sold
EV.3.5	Non-Renewable Energy Sold
EV.1.3	Water Consumed
EV.2.5	Water Withdrawal
EV.2.6	Water Discharge
EV.3.17	Water Intensity
EV.3.6	Water Recycled and Reused
EV.1.4	GHG Emissions
EV.2.7	Direct (Scope 1) GHG Emissions
EV.2.8	Energy Indirect (Scope 2) GHG Emissions
EV.2.9	Other Indirect (Scope 3) GHG Emissions
EV.3.18	GHG Emissions Intensity
EV.1.5	Waste Generated
EV.2.10	Generated Waste Diverted From Disposal
EV.2.11	Generated Waste Directed to Disposal
EV.3.7	Waste Diverted From Disposal for Reuse
EV.3.8	Waste Diverted From Disposal for Recycling
EV.3.9	Waste Diverted From Disposal for Other Recovery Options
EV.3.10	Waste Directed to Disposal for Incineration
EV.3.11	Waste Directed to Disposal for Landfilling
EV.3.12	Waste Directed to Disposal for Other Disposal Operations

Social (SC)

SC.1.1	Diversity and Inclusion
SC.1.2	Wage Level
SC.1.3	Training
SC.3.1	Employment
SC.3.2	New employee Hires
SC.3.3	Employee Turnover
SC.3.4	Anti-Corruption
SC.3.5	Occupational Safety & Health
SC.3.6	Work-Related Injuries
SC.3.7	Work-Related Ill Health
SC.3.8	Pay Equality
SC.3.9	Parental Leave
SC.3.10	Child Labor
SC.3.11	Career and Development

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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**.

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)
2. Responsiveness (RS)
3. Agility (AG)
4. Cost (CO)
5. Profit (PR)
6. Asset management (AM)
7. Environmental (EV)
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.

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.

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