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 scorpascm.org.
### 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](http://ascm.org/learning-opportunities).
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.