

VERSION 12.0

QUICK REFERENCE GUIDE

SCOR

SUPPLY CHAIN OPERATIONS REFERENCE MODEL

SCOR Processes

The Supply Chain Operations Reference (SCOR) model describes the business activities associated with all phases of satisfying a customer's demand. The model itself is organized around the six primary management processes of Plan, Source, Make, Deliver, Return and Enable. Using these process building blocks, the SCOR model can be used to describe supply chains that are very simple or very complex using a common set of definitions across disparate industries. Today public and private organizations and companies around the world use the model as a foundation for global and site-specific supply chain improvement projects.

SCOR spans all customer interactions (quote to cash), all physical material transactions (procure to payment, including equipment, supplies, spare parts, bulk product, software, etc.) and all market interactions (manufacturing, from the understanding of aggregate demand to the fulfillment of each order).

The model is designed and maintained to support supply chains of various complexities and across multiple industries. The model focuses on three process levels and does not attempt to prescribe how a particular organization should conduct its business or tailor its systems or information flow.

People—Supply Chain Skills

The people section introduced in SCOR 10.0 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 SCOR skills management complements the existing process, metrics, and practice reference components by aligning people and their skills to the processes.

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, aptitudes, and training.

Experience is the knowledge or ability acquired by observation or active participation, obtained by doing the work in a real life environment, and undergoing different situations that require different actions.

Training develops a skill or type of behavior through instruction.

All people skills are coded with a capital letter H followed by a capital letter representing the element: S for Skills, E for Experience and T for Training. These are followed by a period and a four digit number. Note: The number in the ID is a unique identifier and does NOT indicate any kind of priority, importance, or other meaning.

sP - Plan					sS - Source			sM - Make			sD - Deliver					
sP1 Plan Supply Chain	sP2 Plan Source	sP3 Plan Make	sP4 Plan Deliver	sP5 Plan Return	sS1 Source Stocked Product	sS2 Source Make-to-Order Product	sS3 Source Engineer-to-Order Product	sM1 Make-to-Stock	sM2 Make-to-Order	sM3 Engineer-to-Order	sD1 Deliver Stocked Product	sD2 Deliver Make-to-Order Product	sD3 Deliver Engineer-to-Order Product	sD4 Deliver Retail Product		
<p>sP1.1: Identify, Prioritize and Aggregate Supply Chain Requirements</p> <p>sP1.2: Identify, Prioritize and Aggregate Supply Chain Resources</p> <p>sP1.3: Balance Supply Chain Resources with SC Requirements</p> <p>sP1.4: Establish and Communicate Supply Chain Plans</p>	<p>sP2.1: Identify, Prioritize and Aggregate Product Requirements</p> <p>sP2.2: Identify, Assess and Aggregate Product Resources</p> <p>sP2.3: Balance Product Resources with Product Requirements</p> <p>sP2.4: Establish Sourcing Plans</p>	<p>sP3.1: Identify, Prioritize and Aggregate Production Requirements</p> <p>sP3.2: Identify, Assess and Aggregate Production Resources</p> <p>sP3.3: Balance Production Resources with Production Requirements</p> <p>sP3.4: Establish Production Plans</p>	<p>sP4.1: Identify, Prioritize and Aggregate Delivery Requirements</p> <p>sP4.2: Identify, Assess and Aggregate Delivery Resources</p> <p>sP4.3: Balance Delivery Resources and Capabilities with Delivery Requirements</p> <p>sP4.4: Establish Delivery Plans</p>	<p>sP5.1: Assess and Aggregate Return Requirements</p> <p>sP5.2: Identify, Assess and Aggregate Return Resources</p> <p>sP5.3: Balance Return Resources with Return Requirements</p> <p>sP5.4: Establish and Communicate Return Plans</p>	<p>sS1.1: Schedule Product Deliveries</p> <p>sS1.2: Receive Product</p> <p>sS1.3: Verify Product</p> <p>sS1.4: Transfer Product</p> <p>sS1.5: Authorize Supplier Payment</p>	<p>sS2.1: Schedule Product Deliveries</p> <p>sS2.2: Receive Product</p> <p>sS2.3: Verify Product</p> <p>sS2.4: Transfer Product</p> <p>sS2.5: Authorize Supplier Payment</p>	<p>sS3.1: Identify Sources of Supply</p> <p>sS3.2: Select Final Supplier and Negotiate</p> <p>sS3.3: Schedule Product Deliveries</p> <p>sS3.4: Receive Product</p> <p>sS3.5: Verify Product</p> <p>sS3.6: Transfer Product</p> <p>sS3.7: Authorize Supplier Payment</p>	<p>sM1.1: Schedule Production Activities</p> <p>sM1.2: Issue Material</p> <p>sM1.3: Produce and Test</p> <p>sM1.4: Package</p> <p>sM1.5: Stage Product</p> <p>sM1.6: Release Product to Deliver</p> <p>sM1.7: Waste Disposal</p>	<p>sM2.1: Schedule Production Activities</p> <p>sM2.2: Issue Sourced/In-Process Product</p> <p>sM2.3: Produce and Test</p> <p>sM2.4: Package</p> <p>sM2.5: Stage Finished Product</p> <p>sM2.6: Release Finished Product to Deliver</p> <p>sM2.7: Waste Disposal</p>	<p>sM3.1: Finalize Production Engineering</p> <p>sM3.2: Schedule Production Activities</p> <p>sM3.3: Issue Sourced/In-Process Product</p> <p>sM3.4: Produce and Test</p> <p>sM3.5: Package</p> <p>sM3.6: Stage Finished Product</p> <p>sM3.7: Release Product to Deliver</p> <p>sM3.8: Waste Disposal</p>	<p>sD1.1: Process Inquiry and Quote</p> <p>sD1.2: Receive, Enter, and Validate Order</p> <p>sD1.3: Reserve Inventory and Determine Delivery Date</p> <p>sD1.4: Consolidate Orders</p> <p>sD1.5: Build Loads</p> <p>sD1.6: Route Shipments</p> <p>sD1.7: Select Carriers and Rate Shipments</p> <p>sD1.8: Receive Product from Source or Make</p> <p>sD1.9: Pick Product</p> <p>sD1.10: Pack Product</p> <p>sD1.11: Load Vehicle & Generate Shipping Docs</p> <p>sD1.12: Ship Product</p> <p>sD1.13: Receive and Verify Product by Customer</p> <p>sD1.14: Install Product</p> <p>sD1.15: Invoice</p>	<p>sD2.1: Process Inquiry and Quote</p> <p>sD2.2: Receive, Configure, Enter and Validate Order</p> <p>sD2.3: Reserve Inventory and Determine Delivery Date</p> <p>sD2.4: Consolidate Orders</p> <p>sD2.5: Build Loads</p> <p>sD2.6: Route Shipments</p> <p>sD2.7: Select Carriers and Rate Shipments</p> <p>sD2.8: Receive Product from Source or Make</p> <p>sD2.9: Pick Product</p> <p>sD2.10: Pack Product</p> <p>sD2.11: Load Product & Generate Shipping Docs</p> <p>sD2.12: Ship Product</p> <p>sD2.13: Receive and Verify Product by Customer</p> <p>sD2.14: Install Product</p> <p>sD2.15: Invoice</p>	<p>sD3.1: Obtain and Respond to RFP/ RFQ</p> <p>sD3.2: Negotiate and Receive Contract</p> <p>sD3.3: Enter Order, Commit Resources & Launch Program</p> <p>sD3.4: Schedule Installation</p> <p>sD3.5: Build Loads</p> <p>sD3.6: Route Shipments</p> <p>sD3.7: Select Carriers & Rate Shipments</p> <p>sD3.8: Receive Product from Source or Make</p> <p>sD3.9: Pick Product</p> <p>sD3.10: Pack Product</p> <p>sD3.11: Load Product & Generate Shipping Docs</p> <p>sD3.12: Ship Product</p> <p>sD3.13: Receive and Verify Product by Customer</p> <p>sD3.14: Install Product</p> <p>sD3.15: Invoice</p>	<p>sD4.1: Generate Stocking Schedule</p> <p>sD4.2: Receive Product at Store</p> <p>sD4.3: Pick Product from backroom</p> <p>sD4.4: Stock Shelf</p> <p>sD4.5: Fill Shopping Cart</p> <p>sD4.6: Checkout</p> <p>sD4.7: Deliver and/or install</p>		
sR - Return					sE - Enable											
sSR1 Source Return Defective Product	sSR2 Source Return MRO Product	sSR3 Source Return Excess Product	sDR1 Deliver Return Defective Product	sDR2 Deliver Return MRO Product	sDR3 Deliver Return Excess Product	sE1 Manage Supply Chain Business Rules	sE2 Manage Supply Chain Performance	sE3 Manage Supply Chain Data and Information	sE4 Manage Supply Chain Human Resources	sE5 Manage Supply Chain Assets	sE6 Manage Supply Chain Contracts	sE7 Manage Supply Chain Network	sE8 Manage Supply Chain Regulatory Compliance	sE9 Manage Supply Chain Risk	sE10 Manage Supply Chain Procurement	sE11 Manage Supply Chain Technology
<p>sSR1.1: Identify Defective Product Condition</p> <p>sSR1.2: Disposition Defective Product</p> <p>sSR1.3: Request Defective Product Return Authorization</p> <p>sSR1.4: Schedule Defective Product Shipment</p> <p>sSR1.5: Return Defective Product</p>	<p>sSR2.1: Identify MRO Product Condition</p> <p>sSR2.2: Disposition MRO Product</p> <p>sSR2.3: Request MRO Return Authorization</p> <p>sSR2.4: Schedule MRO Shipment</p> <p>sSR2.5: Return MRO Product</p>	<p>sSR3.1: Identify Excess Product Condition</p> <p>sSR3.2: Disposition Excess Product</p> <p>sSR3.3: Request Excess Product Return Authorization</p> <p>sSR3.4: Schedule Excess Product Shipment</p> <p>sSR3.5: Return Excess Product</p>	<p>sDR1.1: Authorize Defective Product Return</p> <p>sDR1.2: Schedule Defective Return Receipt</p> <p>sDR1.3: Receive Defective Product (includes verify)</p> <p>sDR1.4: Transfer Defective Product</p>	<p>sDR2.1: Authorize MRO Product Return</p> <p>sDR2.2: Schedule MRO Return Receipt</p> <p>sDR2.3: Receive MRO Product</p> <p>sDR2.4: Transfer MRO Product</p>	<p>sDR3.1: Authorize Excess Product Return</p> <p>sDR3.2: Schedule Excess Return Receipt</p> <p>sDR3.3: Receive Excess Product</p> <p>sDR3.4: Transfer Excess Product</p>	<p>sE1.1: Gather Business Rule Requirements</p> <p>sE1.2: Interpret Business Rule Requirement</p> <p>sE1.3: Document Business Rule</p> <p>sE1.4: Communicate Business Rule</p> <p>sE1.5: Release/Publish Business Rule</p> <p>sE1.6: Retire Business Rule</p>	<p>sE2.1: Initiate Reporting</p> <p>sE2.2: Analyze Reports</p> <p>sE2.3: Find Root Causes</p> <p>sE2.4: Prioritize Root Causes</p> <p>sE2.5: Develop Corrective Actions</p> <p>sE2.6: Approve & Launch</p>	<p>sE3.1: Receive Maintenance Request</p> <p>sE3.2: Determine/Scope Work</p> <p>sE3.3: Maintain Content/Code</p> <p>sE3.4: Maintain Access</p> <p>sE3.5: Publish Information</p> <p>sE3.6: Verify Information</p>	<p>sE4.1: Identify Skills/Resource Requirement</p> <p>sE4.2: Identify Available Skills/Resources</p> <p>sE4.3: Match Skills/Resources</p> <p>sE4.4: Determine Hiring/Redeployment</p> <p>sE4.5: Determine Training/Education</p> <p>sE4.6: Approve, Prioritize and Launch</p>	<p>sE5.1: Schedule Asset Management Activities</p> <p>sE5.2: Take Asset Off-line</p> <p>sE5.3: Inspect and Troubleshoot</p> <p>sE5.4: Install and Configure</p> <p>sE5.5: Clean, Maintain and Repair</p> <p>sE5.6: Decommission and Dispose</p> <p>sE5.7: Inspect Maintenance</p> <p>sE5.8: Reinstall Asset</p>	<p>sE6.1: Receive Contract/Contract Updates</p> <p>sE6.2: Enter and Distribute Contract</p> <p>sE6.3: Activate/Archive Contract</p> <p>sE6.4: Review Contractual Performance</p> <p>sE6.5: Identify Performance Issues/Opportunities</p> <p>sE6.6: Identify Resolutions/Improvements</p> <p>sE6.7: Select, Prioritize and Distribute Resolutions</p>	<p>sE7.1: Select Scope and Organization</p> <p>sE7.2: Gather Input and Data</p> <p>sE7.3: Develop Scenarios</p> <p>sE7.4: Model/Simulate Scenarios</p> <p>sE7.5: Project Impact</p> <p>sE7.6: Select and Approve</p> <p>sE7.7: Develop Change Program</p> <p>sE7.8: Launch Change Program</p>	<p>sE8.1: Monitor Regulatory Entities</p> <p>sE8.2: Assess Regulatory Publications</p> <p>sE8.3: Identify Regulatory Deficiencies</p> <p>sE8.4: Define Remediation</p> <p>sE8.5: Verify/Obtain License</p> <p>sE8.6: Publish Remediation</p>	<p>sE9.1: Establish Context</p> <p>sE9.2: Identify Risk Events</p> <p>sE9.3: Quantify Risks</p> <p>sE9.4: Evaluate Risks</p> <p>sE9.5: Mitigate Risk</p>	<p>sE10.1: Develop Strategy and Plan</p> <p>sE10.2: Pre-Procurement / Market Test and Market Engagement</p> <p>sE10.3: Develop Procurement Documentation</p> <p>sE10.4: Supplier Selection to Participate</p> <p>sE10.5: Issue ITT / RFQ</p> <p>sE10.6: Bid / Tender Evaluation and Validation</p> <p>sE10.7: Contract Award and Implementation</p>	<p>sE11.1: Define Supply Chain Technology Requirements</p> <p>sE11.2: Identify Technology Solution Alternatives</p> <p>sE11.3: Define/Update Supply Chain Technology Roadmap</p> <p>sE11.4: Select Technology Solution</p> <p>sE11.5: Define and Deploy Technology Solution</p> <p>sE11.6: Maintain and Improve Technology Solution</p> <p>sE11.7: Retire Technology Solution</p>

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 unique sequence for performing the process, or a unique 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 classified to simplify identification of practices by area of interest:

- Business Process Analysis/Improvement
- Customer Support
- Distribution Management
- Information Management
- Inventory Management
- Material Handling
- New Product Introduction
- Order Engineering (ETO)
- Order Management
- People Management (Training)
- Planning and Forecasting
- Production Execution
- Product Lifecycle Management
- Purchasing/Procurement
- Reverse Logistics
- Risk/Security Management
- Sustainable Supply Chain Management
- Transportation Management
- Warehousing

Special Applications

SustainableSCOR

SustainableSCOR is based upon The GRI Sustainability Reporting Standards (GRI Standards) that are within scope of the SCOR model. GRI Standards are free to use and are available at www.globalreporting.org/standards. The following strategic environmental metrics allow the SCOR model to be used as a framework for environmental accounting:

- **Materials Used**
(Weight or Volume)
- **Energy Consumed**
(Joules,Watt-hours or Multiples)
- **Water Volume Withdrawn**
(Gallons, Liters or Multiples)
- **Air Emissions**
(Metric Tons or Equivalent)
- **Liquid and Solid Wastes**
(Gallons, Liters or Multiples, Weight or Volume)

The SCOR framework ties emissions to the originating processes, providing a structure for measuring environmental performance and identifying where performance can be improved. The hierarchical nature of the model allows strategic environmental footprint goals to be translated to specific targets and activities.

SCOR Performance

The performance or metrics section of SCOR focuses on understanding the outcomes of the supply chain and consists of two types of elements: Performance Attributes and Metrics., and introduces the concept of Process/Practice Maturities.

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. For example: "The LX product needs to be leading the competition in reliability" and "The XY-market requires us to be among the top 10 agile manufacturers". Metrics measure the ability to achieve these strategic directions. SCOR recognizes 5 performance attributes:

- Reliability
- Responsiveness
- Agility
- Cost
- Asset Management Efficiency (Assets)

A **metric** is a standard for measurement of the performance of a supply chain or process. SCOR metrics are diagnostic metrics (compare to how diagnosis is used in a medical office). SCOR recognizes three levels of pre-defined metrics:

Level-1 metrics are diagnostics for the overall health of the supply chain. These metrics are also known as strategic metrics and key performance indicators (KPI). Benchmarking level-1 metrics helps establishing realistic targets to support strategic directions.

Level-2 metrics serve as diagnostics for the level-1 metrics. The diagnostic relationship helps to identify the root cause or causes of a performance gap for a level-1 metric.

Level-3 metrics serve as diagnostics for level-2 metrics.

The analysis of performance of metrics from level-1 through 3 is referred to as metrics decomposition, performance diagnosis or metrics root cause analysis. Metrics decomposition is a first step in identifying the processes that need further investigation. (Processes are linked to level-1, level-2 and level-3 metrics).

Reliability	Responsiveness	Agility	Cost	Asset Management Efficiency
RL.1.1 - Perfect Order Fulfillment	RS.1.1 - Order Fulfillment Cycle Time	AG.1.1 - Upside Supply Chain Adaptability	CO.1.1 - Total Supply Chain Management Costs	AM.1.1 - Cash-to-Cash Cycle Time
RL.2.1 - % of Orders Delivered In Full	RS.2.1 - Source Cycle Time	AG.2.1 - Upside Adaptability (Source)	CO.2.1 - Cost to Plan	AM.2.1 - Days Sales Outstanding
RL.3.33 - Delivery Item Accuracy	RS.3.8 - Authorize Supplier Payment Cycle Time	AG.2.2 - Upside Adaptability (Make)	CO.3.1 - Cost to Plan Supply Chain	AM.2.2 - Inventory Days of Supply
RL.3.35 - Delivery Quantity Accuracy	RS.3.35 - Identify Sources of Supply Cycle Time	AG.2.3 - Upside Adaptability (Deliver)	CO.3.2 - Cost to Plan (Source)	AM.3.16 - Inventory Days of Supply (Raw Material)
RL.2.2 - Delivery Performance to Customer Commit Date	RS.3.107 - Receive Product Cycle Time	AG.2.4 - Upside Return Adaptability (Source)	CO.3.3 - Cost to Plan (Make)	AM.3.17 - Inventory Days of Supply (WIP)
RL.3.32 - Customer Commit Date Achievement Time Customer Receiving	RS.3.122 - Schedule Product Deliveries Cycle Time	AG.2.5 - Upside Return Adaptability (Deliver)	CO.3.4 - Cost to Plan (Deliver)	AM.3.23 - Recycle Days of Supply
RL.3.34 - Delivery Location Accuracy	RS.3.125 - Select Supplier and Negotiate Cycle Time	AG.1.2 - Downside Supply Chain Adaptability	CO.3.5 - Cost to Plan (Return)	AM.3.28 - Percentage Defective Inventory
RL.2.3 - Documentation Accuracy	RS.3.139 - Transfer Product Cycle Time	AG.2.6 - Downside Adaptability (Source)	CO.2.2 - Cost to Source	AM.3.37 - Percentage Excess Inventory
RL.3.31 - Compliance Documentation Accuracy	RS.3.140 - Verify Product Cycle Time	AG.2.7 - Downside Adaptability (Make)	CO.3.6 - Cost to Authorize Supplier Payment	AM.3.44 - Percentage Unserviceable MRO Inventory
RL.3.43 - Other Required Documentation Accuracy	RS.2.2 - Make Cycle Time	AG.2.8 - Downside Adaptability (Deliver)	CO.3.7 - Cost to Receive Product	AM.3.45 - Inventory Days of Supply (Finished Goods)
RL.3.45 - Payment Documentation Accuracy	RS.3.33 - Finalize Production Engineering Cycle Time	AG.1.3 - Overall Value at Risk (VAR)	CO.3.8 - Cost to Schedule Product Deliveries	AM.2.3 - Days Payable Outstanding
RL.3.50 - Shipping Documentation Accuracy	RS.3.49 - Issue Material Cycle Time	AG.2.9 - Supplier's/Customer's/ Product's Risk Rating	CO.3.9 - Cost to Transfer Product	AM.1.2 - Return on Supply Chain Fixed Assets
RL.2.4 - Perfect Condition	RS.3.101 - Produce and Test Cycle Time	AG.2.10 - Value at Risk (Plan)	CO.3.10 - Cost to Verify Product	AM.2.4 - Supply Chain Revenue
RL.3.12 - % Of Faultless Installations	RS.3.114 - Release Finished Product to Deliver Cycle Time	AG.2.11 - Value at Risk (Source)	CO.2.3 - Cost to Make	AM.2.5 - Supply Chain Fixed Assets
RL.3.24 - % Orders/Lines Received Damage Free	RS.3.123 - Schedule Production Activities Cycle Time	AG.2.12 - Value at Risk (Make)	CO.3.11 - Direct Material Cost	AM.3.11 - Fixed Asset Value (Deliver)
RL.3.41 - Orders Delivered Damage Free Conformance	RS.3.128 - Stage Finished Product Cycle Time	AG.2.13 - Value at Risk (Deliver)	CO.3.12 - Indirect Cost Related to Production	AM.3.18 - Fixed Asset Value (Make)
RL.3.42 - Orders Delivered Defect Free Conformance	RS.3.142 - Package Cycle Time	AG.2.14 - Value at Risk (Return)	CO.3.13 - Direct Labor Cost	AM.3.20 - Fixed Asset Value (Plan)
RL.3.55 - Warranty and Returns	RS.2.3 - Deliver Cycle Time	AG.2.15 - Time to Recovery (TTR)	CO.2.4 - Cost to Deliver	AM.3.24 - Fixed Asset Value (Return)
	RS.3.16 - Build Loads Cycle Time		CO.3.14 - Order Management Costs	AM.3.27 - Fixed Asset Value (Source)
	RS.3.18 - Consolidate Orders Cycle Time		CO.3.15 - Order Delivery and / or Install Costs	AM.1.3 - Return on Working Capital
	RS.3.46 - Install Product Cycle Time		CO.2.5 - Cost to Return	AM.2.6 - Accounts Payable (Payables Outstanding)
	RS.3.51 - Load Product & Generate Shipping Documentation Cycle Time		CO.3.16 - Cost to Source Return	AM.2.7 - Accounts Receivable (Sales Outstanding)
	RS.3.102 - Receive & Verify Product by Customer Cycle Time		CO.3.17 - Cost to Deliver Return	AM.2.8 - Inventory
	RS.3.110 - Receive Product from Source or Make Cycle Time		CO.2.6 - Mitigation Costs	
	RS.3.111 - Receive, Configure, Enter, & Validate Order Cycle Time		CO.3.18 - Risk Mitigation Costs (Plan)	
	RS.3.116 - Reserve Resources and Determine Delivery Date Cycle Time		CO.3.19 - Risk Mitigation Costs (Source)	
	RS.3.117 - Route Shipments Cycle Time		CO.3.20 - Risk Mitigation Costs (Make)	
	RS.3.120 - Schedule Installation Cycle Time		CO.3.21 - Risk Mitigation Costs (Deliver)	
	RS.3.124 - Select Carriers & Rate Shipments Cycle Time		CO.3.22 - Risk Mitigation Costs (Return)	
	RS.3.126 - Ship Product Cycle Time		CO.1.2 - Costs of Goods Sold	
	RS.2.4 - Delivery Retail Cycle Time		CO.2.7 - Direct Labor Cost	
	RS.3.17 - Checkout Cycle Time		CO.2.8 - Direct Material Cost	
	RS.3.32 - Fill Shopping Cart Cycle Time		CO.2.9 - Indirect Cost Related to Production	
	RS.3.34 - Generate Stocking Schedule Cycle Time			
	RS.3.97 - Pick Product from Backroom Cycle Time			
	RS.3.109 - Receive Product at Store Cycle Time			
	RS.3.129 - Stock Shelf Cycle Time			
	RS.2.5 - Return Cycle Time			

About APICS

APICS is the association for supply chain management and the leading provider of research, education and certification programs that elevate supply chain excellence, innovation and resilience. The APICS Certified in Production and Inventory Management (CPIM); APICS Certified Supply Chain Professional (CSCP); APICS Certified in Logistics, Transportation and Distribution (CLTD); and APICS Supply Chain Operations Reference-Professional (SCOR-P) designations set the industry standard. With more than 45,000 members and approximately 300 channel partners, APICS is transforming the way people do business, drive growth and reach global customers.

For more information, visit apics.org/scor.

