

## Frequently Asked Questions

To help you secure the most value from your SCORmark benchmarking effort, please review the following list of frequently asked questions. SCORmark benchmarking is exclusively available to current members of ASCM and administered by PricewaterhouseCoopers (PwC). SCORmark benchmarking was built to directly support the Phase 2: Analyze activities of the SCOR®-Model (Supply-Chain Operations Reference Model) implementations. SCORmark terms, definitions, metrics and reporting integrate within the SCOR 12.0 Model for ease of use and consistency in benchmarking.

### Who do I contact if I need help or have questions?

For questions related to your ASCM membership, please contact your ASCM representative. For questions with SCORmark, please email [xa\\_scormark@pwc.com](mailto:xa_scormark@pwc.com).

### What are the steps to complete the benchmarking?

1. **Confirm eligibility:** Validate your current Corporate membership with ASCM. Please note that SCORmark participation is limited to non academic organization and non consultancy ASCM members. **Confirm organizations "readiness" for benchmarking:** Ensure there is strong executive sponsorship and data collection support to conduct SCORmark.
2. **Determine strategic objectives:** For each performance attribute, determine the strategic target to calculate the relative distance to the objectives the supply chain needs to support.
3. **Identify Supply Chain(s) to benchmark:** SCORmark benchmarking is conducted at the supply chain, NOT company wide level. The benchmarking tutorial clarifies how supply chains are identified within a business, line-of-business, or division. For each performance attribute, determine the strategic performance targets (superior, advantage, or parity) most appropriate to your organization based on your competitive strategy.
4. **Begin data collection:** This will be your most time-consuming step. Determine how to interpret SCOR® definitions for your supply chain. Access your SCORmark survey and enter data.
5. **Submit data to PwC:** After submitting your completed SCORmark questionnaire, PwC will validate your submission. PwC uses an extensive data validation process to ensure data is accurate. If data does not pass validation, PwC will contact you to resubmit your data.
6. **Receive your results:** After your data has been validated and accepted, PwC will create a customized results readout that will show how your supply chain(s) performance, practices, and complexity compare to your comparison population. PwC will typically schedule a preliminary and final readout of your SCORmark results. Please note that readouts take at least 2 weeks to develop from after the time your data has been accepted by PwC.

### How long will it take to complete a SCORmark survey?

For organizations that are currently in the Phase Two: Analyze portion of a SCOR implementation, you should have already completed your prioritizations and identified internal data sources. The time to complete the survey will vary based on the number of metrics and ease of access to the data required. On average the SCORmark survey can be completed in 10-40 hours. The data collection process is a collaborative effort between several key stakeholders across the organization and the PwC Benchmark Analyst.

### Will my data remain confidential?

Yes. Company-specific information submitted remains highly confidential in PwC's secure benchmarking database. PwC will never disclose individual company data.

### How is SCORmark benchmarking different from the other supply chain benchmarking that PwC conducts?

PwC offers a broad range of supply chain and other functional benchmarking services to serve our clients. The SCORmark offering is a sub-set of PwC's larger supply chain benchmarking capability which includes far greater depth and breadth of detail, more custom population consideration, and significant insight into best practices. Benchmarking is frequently offered with the supply chain

assessment and improvement implementation services of PwC Advisory services, creating a significant value proposition for our clients.

**Can PwC provide materials on the SCOR 12 framework?**

SCOR 12 materials are handled and distributed by ASCM only.

**What tools are available to aid me in completing the benchmarking?**

SCORmark benchmarking integrates directly into Phase Two: Analyze of SCOR, so the benchmarking approach and terms taught in the SCOR Framework and Implementation training courses are in alignment. The SCORmark participant web site also contains links to a common glossary of terms. PwC can be reached via e-mail at [xa\\_scormark@pwc.com](mailto:xa_scormark@pwc.com) if you have any additional questions.

**What are the benefits of using the SCORmark benchmarking portal?**

With SCORmark benchmarking, ASCM members have access to one common resource to compare and contrast supply chain performance worldwide using SCOR Model metrics and to create an individual roadmap for supply chain competitive success, all at no additional fee. Some advantages include the ability to:

- dramatically shorten benchmarking cycle time,
- access data that has traditionally been costly to obtain,
- align performance improvement plans and implement changes quickly, and
- receive a custom benchmarking report leveraging SCOR frameworks and definitions.

**Why should I care about benchmarking and the SCORmark service?**

To make timely, well-informed decisions, organizations must have a window into the operational health of their business. Effective benchmarking is necessary for organizations to proactively monitor trends and gain early warning of any constraints or excesses in the real-time supply chain. To support SCOR implementations, it is critical for an organization to not only identify its metrics but more importantly to be able compare with other organizations to understand and give meaning to their performance in a given area. The resulting reports help an organization set the direction to develop its supply chain strategy.

The SCORmark service was developed specifically to support organizations implementing the SCOR model with the metrics, language, and reporting designed to seamlessly integrate into the SCOR model. It is being offered as an ASCM member-benefit in support of supply chain benchmarking and to establish an open standard for performance measurement.

**What is the SCORmark survey scope?**

This survey covers the SCOR model Level One, Two and Level Three metrics across Plan, Source, Make, Deliver and Return elements. Participating in SCORmark implies that you have assessed the key supply chain performance priorities for your business entity. This is the process of assigning Superior, Advantage, and Parity objectives to the SCOR performance attributes.

**What if my industry isn't listed in the drop-down list?**

Please select the industry that most closely resembles that of your supply chain.

**How do I define the geographic scope of my supply chain(s)?**

Geographic scope refers to the scope of your end-to-end supply chain. Include all regions in which your supply chain operates (i.e. wherever you Plan, Source, Make, and Deliver).

**What do the terms "superior," "advantage," and "parity" mean when prioritizing desired performance targets?**

The SCOR methodology identifies a need to prioritize attributes (groups of metrics) to estimate your target level of performance given your business entity's performance goal for competitive advantage. For each of the five supply chain attributes, you may select one as superior; two as advantage and two as parity.

For each supply chain, only one group of metrics can be assigned an S for Superior position desired. Superior indicates the 90th percentile of companies in the database. Two metrics groups (attributes) can be assigned A for Advantage and the remaining groups get a P for Parity target. Parity indicates the 50th percentile of performance in the SCORmark database. Advantage is the performance level halfway between Parity and Superior (i.e., 70th percentile).

#### **What are the five supply chain attributes used in SCOR?**

The attributes are used to help an organization determine which supply chain characteristics it views as most important to its competitive positioning. The attributes are:

- Supply chain **reliability** is an indicator of the ability to deliver on time, in full, in the right condition, in the right packaging, with the right documentation, to the right customer. Reliability is an indicator that describes the predictability of a supply-chain.
- Supply chain **responsiveness** is an indicator of a supply chain's ability to respond to customer requests. It indicates the continuous average response time to events.
- Supply chain **adaptability** indicates a supply chain's ability to respond to changing (market) conditions.
- Supply chain **costs** indicate an organization's ability to manage the costs associated with operating the supply chain.
- Supply chain **asset management** indicates the effectiveness of an organization in managing assets to support demand satisfaction. This includes the management of all supply chain assets: fixed and working capital.

#### **Can I submit surveys for multiple supply chains?**

It depends on your corporate membership level with ASCM. Please contact them to understand what is included in your membership.

#### **Do I have to answer all of the questions?**

To receive the full value of the benchmarking exercise, we encourage you to complete the entire survey. You will not receive data for sections you do not submit.

#### **What metrics are included in SCORmark benchmarking?**

SCORmark covers approximately 50 key Level 1, Level 2, and Level 3 performance metrics such as perfect order fulfillment, cycle time, total supply chain management cost, cash-to-cash, inventory days of supply, and days payables outstanding. In addition to performance metrics, SCORmark also includes a practice assessment which covers ~200 processes across Plan, Source, Make, Deliver, and Strategy functions.

#### **What are the differences between Level One, Level Two, and Level Three metrics within the SCOR model?**

Level One metrics provide a high-level look at performance for the supply chain organization in a specific attribute area, such as flexibility or responsiveness. This metric level highlights any problem areas. Level Two and Three metrics provide an operational viewpoint and help an organization identify the root cause of the Level One metrics. In essence the Level Two and Three metrics provide the roadmap by pinpointing which metrics need improvement and thus, which processes.

#### **What do I do if I make a mistake?**

If you have yet to submit your benchmarking survey, you may change the answer at any time. If you find an error after submission, please contact PwC at [xa\\_scormark@pwc.com](mailto:xa_scormark@pwc.com) and we will be able to correct the error on your behalf or provide additional guidance.

#### **How will I know that the benchmarking data is valid?**

PwC will review all data to determine if it is reasonable and remove any exceptions or inaccuracies that distort results. Prior to removing exceptions or inaccuracies, we will contact the survey coordinator to resolve any inconsistencies. This review helps to ensure that respondents have used consistent interpretations of each question.

**How do I know the benchmarks reported are reliable?**

Three main points support the quality of benchmarks reported by PwC:

1. SCOR standard metric definitions, rigorous validation, and unblemished system security and accuracy.
2. PwC has more than 20 years of history providing SCOR based benchmarking with industry standard metric definitions and calculations. We have proven methodologies for validation, both built into the system and provided through professional judgment and experience.
3. PwC's system architecture and unyielding attention to protocol has provided exceptionally reliable results to our clients.

**It is usually expensive to get this kind of data. How are you offering the SCORmark service for no additional cost?**

The relationship between PwC and ASCM is a mutually advantageous one. ASCM wants to offer its members a quality service as a benefit of membership towards the integration and implementation of SCOR based process improvement. PwC has the infrastructure in place to provide this service and has been doing so for its own clients for over 20 years. PwC can grow its own intellectual property through providing the service on behalf of ASCM and is uniquely positioned to do so through years of collaboration.

**Will the SCORmark service continue to be offered as an ASCM corporate member-benefit?**

At this time it is ASCM's intent to offer SCORmark benchmarking as an ongoing member-benefit. The use of the portal and adoption rate among members will be reviewed annually to ensure that ASCM members find value in the service.

**Who will we be compared against?**

You will be compared against a custom peer group of similar supply chains, generally from within your industry\*.

*\*Assumes there are enough data points to calculate benchmark numbers*

**What companies are in your database?**

PwC's supply chain benchmarking database is derived from over 20 years of collecting supply chain benchmark data and contains over 1000 companies/2000 supply chains.

**Supply Chain Industry Segments**

- Aerospace & Defense
- Automotive & Industrial
- Computers
- Consumer Goods
- Electronic Equipment
- Energy, Chemicals & Applied Materials
- Medical Devices & Equipment
- Semiconductors
- Telecom & Network Equipment

**Will I be compared against recent data?**

Yes, PwC uses recent data (generally submitted in the last 5 years) for comparison populations.

**Will you provide the company names that comprise the industry comparison population?**

SCORmark participants will see population demographics which may include industry, revenue, and capability model breakdowns. The names of the companies can be provided if critical to the success of the project.

**How often may I refresh my data?**

PwC recommends conducting SCORmark benchmarking annually to assess improvements from the prior year and to aid in budgeting and planning for the upcoming year. During a current year's report, most organizations use internal reporting to track progress monthly.



**SCORmark**



**What level of input did ASCM have in the process and what metrics are included?**

ASCM leadership and members of its Technical Development Steering Committee provided the guiding direction for the SCORmark benchmarking portal and to ensure alignment with SCOR.

**Who is PwC?**

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 158 countries with more than 250,000 people who are committed to delivering quality in assurance, advisory and tax services.

PwC's global operations practice has a 20+ year history of conducting end-to-end supply chain benchmarking based on SCOR, and connects clients' strategies with execution. We start with the premise that operations can and should be a strategic asset, and we bring the industry, functional, and technology depth required to rapidly close the gap between ideas and results.

PwC offers a full suite of enterprise benchmarking services including supply chain, procurement, human capital, finance effectiveness and more. More information regarding PwC benchmarking services can be found at <https://www.pwc.com/us/en/analytics/benchmarking-services.html>