

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.

