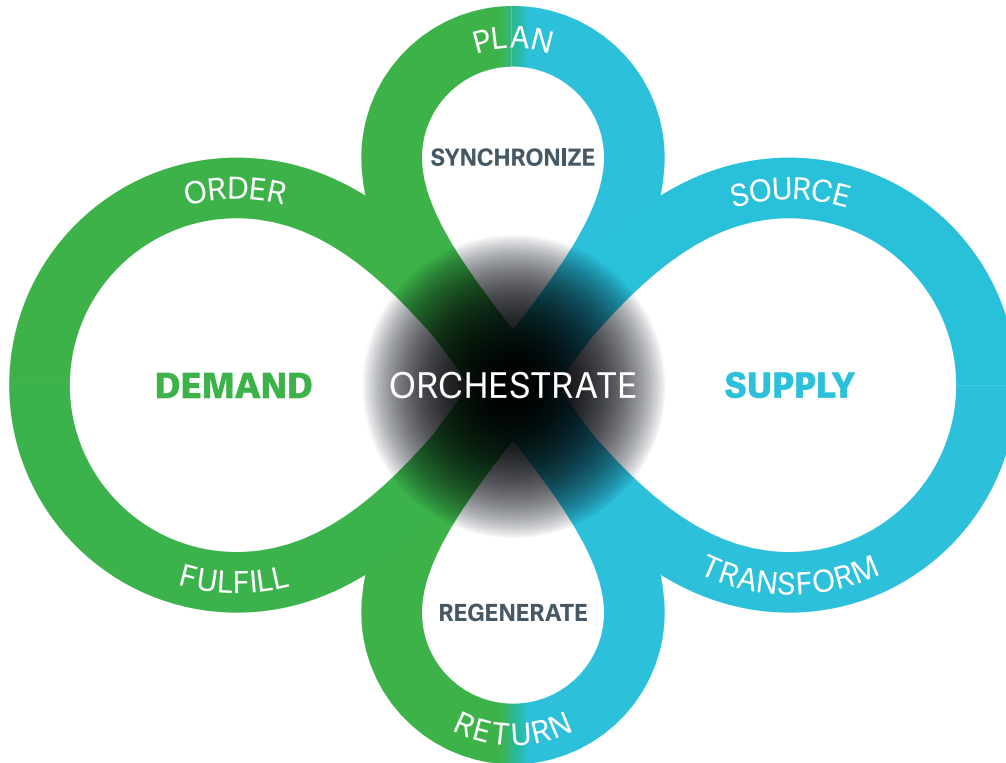


SCOR

DIGITAL STANDARD

SCOR DS / SCOR 12
Comparison Document



Over the past 25+ years, thousands of public and private organizations around the world have used the SCOR model to improve and transform their supply chains. SCOR DS is the most substantial update to the SCOR model since its inception. There have been several key changes as compared to the previous version of SCOR (v.12). The key changes are as follows:

- Supply chain is no longer seen as linear – double infinity loop graphic depicts the interconnected nature of supply chains which are infinitely in motion
- Orchestrate has been added to multi-directionally link supply chain strategy to Plan and the rest of the processes
- Source has been re-vamped to include strategic sourcing, source selection and indirect procurement activities
- Deliver has been separated into Order and Fulfill to better represent omni-channel, transportation, and warehouse management
- Make has been expanded to Transform, and includes the performance of services
- SCOR performance attributes have been expanded: customer facing to resiliency; internal facing to economic; and added sustainability
- Sustainability practices, metrics, skills, and competencies have been added to all processes
- SCOR DS is open access and completely digital; available at scor.ascm.org

In order to provide additional detail for current SCOR users, ASCM has put together the following resource which shows SCOR DS processes as they relate to SCOR v. 12. This table is meant to be used for general guidance to help organizations in their SCOR adoption efforts. If you have additional questions related to migration from previous versions of SCOR to SCOR DS, please feel free to contact us at transformation@ascm.org.

SCOR DS Process

Orchestrate Supply Chain (OE)	
OE1	Supply Chain Strategy
OE1.1	Gather and Analyze Overall Organizational Strategy
OE1.2	Define Strategic Supply Chain Context and Scope
OE1.3	Gather and Analyze External Supply Chain Insights (Customer, Product, Services)
OE1.4	Define and Prioritize Product and Service Supply Chain Segments
OE1.5	Conduct Strategic Supply Chain Analysis, Benchmarking and Gather Insights (Stakeholders, Competitor, Industry, Markets, Etc.)
OE1.6	Conduct Internal Supply Chain Environment and Strategic Risk Assessment
OE 1.7	Develop Supply Chain Performance Objectives and Drivers Of Strategic Performance, Aligned to Strategic Plan
OE1.8	Review and Validate Supply Chain Operating Model and Organisational Design to Align to Strategic Plan
OE1.9	Coordinate and Align Supply Chain Functional and Process Strategies, Information and Data
OE1.10	Communicate Strategic Goals and Initiatives for Implementation
OE1.11	Execute, Monitor and Measure Strategic Plan with Key Stakeholders
OE2	Business Rules
OE2.1	Gather Business Rules
OE2.2	Interpret Business Rules
OE2.3	Document Business Rules
OE2.4	Communicate Business Rules
OE2.5	Approve and Publish Business Rules
OE2.6	Retire or Reassess Business Rules
OE3	Performance and Continuous Improvement
OE3.1	Develop Balanced Scorecard
OE3.2	Initiate Reports
OE3.3	Analyze Data
OE3.4	Identify the Gaps and Opportunities
OE3.5	Develop Action Plan(s)
OE3.6	Prioritize and Approve Action Plan(s)
OE3.7	Validate Sustained Outcomes
OE4	Data, Information, and Technology
OE4.1	Define Supply Chain Data, Information and/or Technology Requirements
OE4.2	Identify Technology Solution Alternatives
OE4.3	Develop The Architecture Plan
OE4.4	Select Preferred Technology Solution
OE4.5	Plan and Approve an Implementation Roadmap
OE4.6	Pilot and Deploy Technology Solution
OE4.7	Maintain, Improve, or Retire Technology(ies)
OE4.8	Govern Data Integrity and Accountability
OE5	Human Resources
OE5.1	Identify Knowledge, Skill and Resource Requirements
OE5.2	Assess Available Knowledge, Skills and Resource Gaps

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NEW PROCESS	
NEW PROCESSES	
E1	Manage Supply Chain Business Rules
E1.1	Gather Business Rule Requirements
E1.2	Interpret Business Rule Requirements
E1.3	Document Business Rule
E1.4	Communicate Business Rule
E1.5	Release and Publish Business Rule
E1.6	Retire Business Rule
E2	Manage Supply Chain Performance
NEW PROCESS	
E2.1	Initiate Reporting
E2.2	Analyze Reports
E2.3	Find Root Causes
E2.5	Develop Corrective Actions
E2.4	Prioritize Root Causes
E2.6	Approve and Launch
NEW PROCESS	
E3	Manage Data and Information
E11	Manage Supply Chain Technology
E11.1	Define Supply Chain Technology Requirements
E11.3	Define and Update Supply Chain Information Technology Roadmap
E11.2	Identify Technology Solution Alternatives
NEW PROCESS	
E11.4	Select Technology Solution
E11.3	Define and Update Supply Chain Information Technology Roadmap
E11.5	Deploy Technology Solution
E11.6	Maintain and Improve Technology Solution
E11.7	Retire Technology Solution
E3.6	Verify Information
E4	Manage Supply Chain Human Resources
E4.1	Identify Skill and Resource Requirements
E4.2	Identify Available Skills and Resources

SCOR DS Process

OE5.3	Summarize Knowledge, Skill and Resource Gaps
OE5.4	Determine Hiring and Redeployment Plan
OE5.5	Determine Training Needs
OE5.6	Approve, Prioritize, and Launch
OE5.7	Monitor Performance of Skills Development Program and ROI (Return On Education)
OE6	Contracts and Agreements
OE6.1	Create Contract and SLA
OE6.2	Receive and Update
OE6.3	Record and Distribute (E.g., Enter Into CLM)
OE6.4	Activate or Archive
OE6.5	Review Contract Performance
OE6.6	Identify Performance Issues and Opportunities
OE6.7	Identify Resolution and Improvements
OE6.8	Select, Prioritize, and Distribute Resolutions
OE7	Network Design
OE7.1	Initiate Supply Chain Modeling (Optimization) Program
OE7.2	Gather Inputs and Data
OE7.3	Develop Scenarios
OE7.4	Model and Simulate Scenarios
OE7.5	Calculate and Assess Impact Projections
OE7.6	Select and Approve Recommended Changes
OE7.7	Develop Implementation Roadmap
OE7.8	Propose Resource Plan and Gain Budget Approval (Including Change Management)
OE7.9	Kick Off Project and Continuous Improvement
OE8	Regulatory and Compliance
OE8.1	Determine Regulatory and Compliance Requirements that Apply to Business and Future Compliance Requirements
OE8.2	Monitor Regulatory Environment
OE8.3	Assess Regulatory Impact
OE8.4	Identify Deficiencies and Gaps Versus the New/Projected Regulations
OE8.5	Define Remediation
OE8.6	Verify that Remediation Steps Have Been Effective
OE8.7	Publish and Adopt Remediation
OE9	Risk
OE9.1	Scan Internal/External Risk Factors
OE9.2	Identify Risk Event
OE9.3	Quantify Risk Impact and Probability
OE9.4	Evaluate Risks Through Scenario Analysis
OE9.5	Risk Resolution Strategy
OE9.6	Publish and Communicate
OE10	Environment, Social, and Governance
OE10.1	Align or Develop Sustainability Plan
OE10.2	Align Plan With Supply Chain Processes, People, Performance, and Practices
OE10.3	Develop Materiality Index at the Enterprise Level
OE10.4	Identify and Address Risks Related to the Supply Chain's Economic, Ecological and Ethical Impact

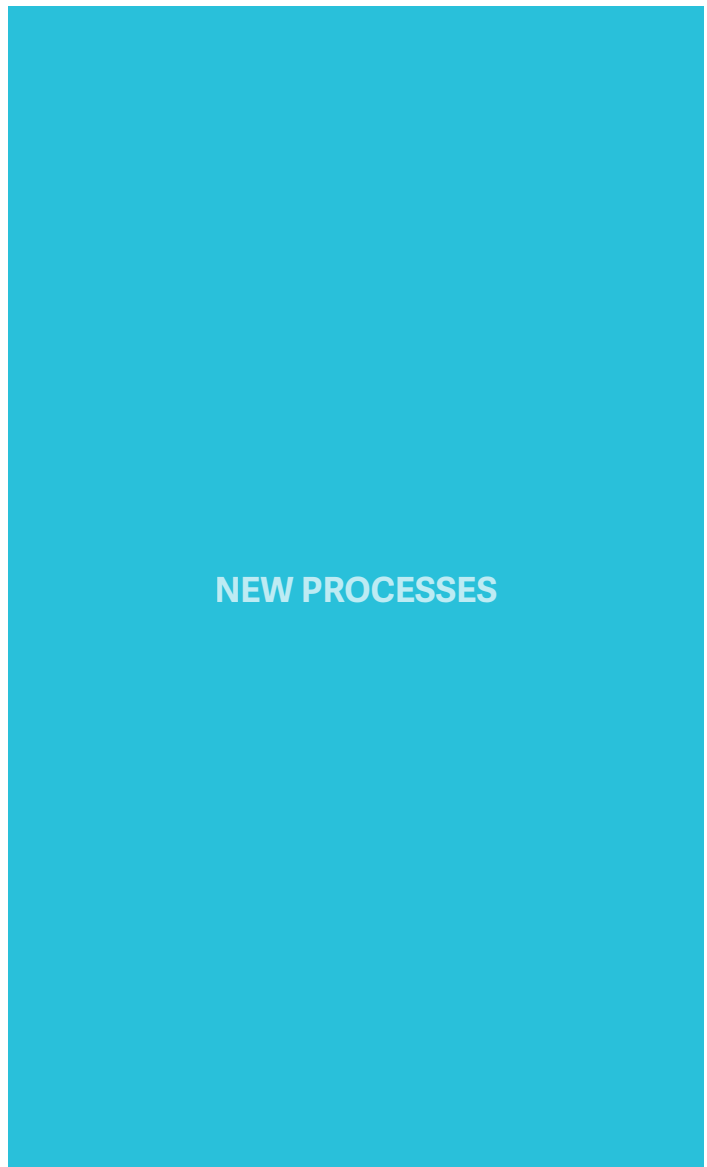
SCOR 12.0

E4.3	Match Skills and Resources
E4.4	Determine Hiring and Redeployment
E4.5	Determine Training and Education
E4.6	Approve, Prioritize and Launch
E4.5	Determine Training and Education
E6	Manage Supply Chain Contracts and Agreements
NEW PROCESS	
E6.1	Receive Contract or Agreement Updates
E6.2	Enter and Distribute Contract or Agreement
E6.3	Activate or Archive Contract or Agreement
E6.4	Review Contractual Performance Agreement
E6.5	Identify Performance Issues and Opportunities
E6.6	Identify Resolutions and Improvements
E6.7	Select, Prioritize and Distribue Resolutions
E7	Manage Supply Chain Network
E7.1	Select Scope and Organization
E7.2	Gather Input and Data
E7.3	Develop Scenarios
E7.4	Model and Simulate Scenarios
E7.5	Project Impact
E7.6	Select and Approve
E7.7	Develop Change Program
NEW PROCESS	
E7.8	Launch Change Program
E8	Manage Regulatory Compliance
NEW PROCESS	
E8.1	Monitor Regulatory Compliance
E8.2	Assess Regulatory Publications
E8.3	Identify Regulatory Deficiencies
E8.4	Define Remediation
E8.5	Verify and Obtain License
E8.6	Publish Remediation
E9	Manage Supply Chain Risk
E9.1	Establish Context
E9.2	Identify Risk Events
E9.3	Quantify Risks
E9.4	Evaluate Risks
E9.5	Risk Handling Strategy
NEW PROCESSES	
E9.2	Identify Risk Events

SCOR DS Process

OE10.5	Strengthen the Supply Chain's Resilience to Disruptions
OE10.6	Develop Integrated Reporting of the Supply Chain's Economic, Ecological and Ethical Impact
OE11	Enterprise Business Planning
OE11.1	Align Long-Term Financial Plan with Supply Chain Strategy
OE11.2	Develop Scenarios to Achieve Business Objectives (Economic, Ecological, Ethical)
OE11.3	Develop Tactical, Operational, and Supply Chain Plans
OE11.4	Integrate Tactical, Operational, and Supply Chain Plans With Product Life Cycle Plans
OE11.5	Enable Business Decisions to be Made through Access to Cross-Functional BI Data
OE12	Segmentation
OE12.1	Define Product and Customer Utilizing the Supply Chain Definition Matrix
OE12.2	Apply Applicable Differentiators to Segments
OE12.3	Define Segments by Differentiators
OE12.4	Group Segments with Similar Characteristics
OE12.5	Competitive Requirements - Determine how Segment Competes
OE12.6	Define Operating Model Considerations to Support Competitive Requirements
OE12.7	Prepare Benchmark for Performance Comparative
OE12.8	Submit Benchmark
OE12.9	Set KPI Targets by Segment
OE12.10	Establish Inventory Strategy to Meet Targets of Cost/Service
OE13	Circular Supply Chain Management
OE13.1	Assess the Use Of Materials, Water and Energy
OE13.2	Minimize the Use of Materials, Water and Energy
OE13.3	Increase the Efficient Use of Fixed Assets
OE13.4	Reduce Waste
OE13.5	Extend the Product Lifecycle and Circular Utility
OE13.6	Maximize Recovery for Reuse and Repurpose
Plan (P)	
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

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Plan (P)	
P1	Plan Supply Chain
NEW PROCESS	
P1.1	Identify, Prioritize and Aggregate Supply Chain Requirements
NEW PROCESS	
P1.3	Balance Supply Chain Resources with Supply Chain Requirements
P1.4	Establish and Communicate Supply Chain Plans
P1.4	Establish and Communicate Supply Chain Plans

NEW PROCESSES	
P2	Plan Source
P2.1	Identify, Prioritize and Aggregate Product Requirements
P2.4	Establish Sourcing Plans

SCOR DS Process

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 (0)	
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

SCOR 12.0

P2.3	Balance Product Resources with Product Requirements
NEW PROCESS	
P2.4	Establish Sourcing Plans
P3	Plan Make
P3.1	Identify, Prioritize and Aggregate Production Requirements
P3.4	Establish Production Plans
P3.3	Balance Production Resources with Production Requirements
NEW PROCESS	
P3.4	Establish Production Plans
P4	Plan Deliver
P4.1	Identify, Prioritize and Aggregate Delivery Requirements
P4.4	Establish Delivery Plans
P4.3	Balance Delivery Resources and Capabilities with Delivery Requirements
NEW PROCESS	
P4.4	Establish Delivery Plans
P5	Plan Return
P5.1	Assess and Aggregate Return Requirements
P5.4	Establish and Communicate Return Plans
P5.3	Balance Return Resources with Return Requirements
NEW PROCESS	
P5.4	Establish and Communicate Return Plans
NEW PROCESS	
NEW PROCESSES	
D1.1	Process Inquiry and Quote
D1.2	Receive, Enter and Validate Order
D1.3	Reserve Inventory and Determine Delivery Date
NEW PROCESS	
D3.3	Enter Order, Commit Resources and Launch Program
NEW PROCESSES	
D3.3	Enter Order, Commit Resources and Launch Program
NEW PROCESSES	

SCOR DS Process

Source (S)	
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 (T)	
T1	Transform Product
T1.1	Finalize Production Engineering
T1.2	Schedule Production Activities
T1.3	Issue Raw Material or Components
T1.4	Transform Product

SCOR 12.0

Source (S)	
E10	Manage Supply Chain Procurement
NEW PROCESS	
S3.1	Identify Sources of Supply
E10.1	Develop Strategy and Plan
E10.2	Pre-procurement and Market Test and Market Engagement
E10.3	Develop procurement documentation
NEW PROCESS	
E10.4	Supplier Selection to Participate in Invitation to Tender (ITT) and Request for Quote (RFP) Negotiation
E10.5	Issue Invitation to Tender (IIT) and Request for Quote (RFQ) Negotiation
E10.6	Bid or Tender Evaluation and Validation
E10.7	Contract Award and Implementation
S1	Source Stocked Product
S2	Source MTO Product
S3	Source ETO Product
NEW PROCESS	
S1.1	Schedule Product Deliveries
NEW PROCESS	
S1.2	Receive Product
S1.3	Verify Product
S1.4	Transfer Product
S1.5	Authorize Supplier Payment
NEW PROCESSES	
S1.1	Schedule Product Deliveries
NEW PROCESS	
S1.2	Receive Product
S1.3	Verify Product
S1.4	Transfer Product
S1.5	Authorize Supplier Payment
SR1	Source Return Defective Product
SR1.2	Disposition of Defective Product Condition
SR1.3	Request Defective Product Return Authorization
SR1.1	Identify Defective Product Condition
SR1.4	Schedule Defective Product Shipment
SR1.5	Return Defective Product
Make (M)	
M1	Make-to-Stock (MTS)
M2	Make-to-Order (MTO)
M3	Engineer-to-Order (ETO)
M3.1	Finalize Production Engineering
M1.1	Schedule Production Activities
M2.1	Schedule Production Activities
M3.2	Schedule Production Activities
M1.2	Issue Material
M1.3	Produce and Test
M2.3	Produce and Test
M3.4	Produce and Test

SCOR DS Process

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 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

SCOR 12.0

M1.3	Produce and Test
M2.3	Produce and Test
M3.4	Produce and Test
M1.4	Package
M2.4	Package
M3.5	Package
M1.6	Release Configured Product to Deliver
M2.6	Release Configured Product to Deliver
M3.7	Release Configured Product to Deliver
M1.7	Waste or Surplus Management
M2.7	Waste or Surplus Management
M3.8	Waste or Surplus Management
E5	Manage Supply Chain Assets
M1	Make-to-Stock (MTS)
M2	Make-to-Order (MTO)
M3	Engineer-to-Order (ETO)
NEW PROCESSES	
E4.2	Identify Available Skills and Resources
NEW PROCESS	
E4.3	Match Skills and Resources
NEW PROCESSES	
M1.7	Waste or Surplus Management
M2.7	Waste or Surplus Management
M3.8	Waste or Surplus Management
DR2.3	Receive Maintenance, Repair and Overhaul (MRO) Product
SR2.2	Disposition of Maintenance, Repair and Overhaul (MRO) Product
SR2.3	Request Maintenance, Repair and Overhaul (MRO) Return Authorization
E4.2	Identify Available Skills and Resources
SR2.4	Schedule Maintenance, Repair and Overhaul (MRO) Shipment
M1.2	Issue Material
M1.3	Produce and Test
M2.3	Produce and Test
M3.4	Produce and Test
M1.3	Produce and Test
M2.3	Produce and Test
M3.4	Produce and Test
M1.4	Package
M2.4	Package
M3.5	Package
M1.6	Release Configured Product to Deliver
M2.6	Release Configured Product to Deliver
M3.7	Release Configured Product to Deliver
M1.7	Waste or Surplus Management
M2.7	Waste or Surplus Management
M3.8	Waste or Surplus Management
E5	Manage Supply Chain Assets

SCOR DS Process

Fulfill (F)	
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
F2.2	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

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Deliver (D)	
D1	Deliver Stocked Product
D2	Deliver MTO Product
D3	Deliver ETO Product
D4	Deliver Retail Product
D1.8	Receive Product from Source or Make
D1.2	Receive, Enter and Validate Order
D1.9	Pick Product
D1.10	Pack Product
M1.5	Stage (Finished) Product
M2.5	Stage (Finished) Product
M3.6	Stage (Finished) Product
NEW PROCESSES	
D1.11	Load Vehicle and Generate Shipping Documents
D1.12	Ship Product
D1.14	Install Product
D1.13	Receive and Verify Product by Customer
D1	Deliver Stocked Product
D2	Deliver MTO Product
D3	Deliver ETO Product
D4	Deliver Retail Product
D1.8	Receive Product from Source or Make
D1.2	Receive, Enter and Validate Order
D1.9	Pick Product
D1.10	Pack Product
M1.5	Stage (Finished) Product
M2.5	Stage (Finished) Product
M3.6	Stage (Finished) Product
NEW PROCESSES	
D1.11	Load Vehicle and Generate Shipping Documents
D1.15	Invoice
D1.12	Ship Product
D1.14	Install Product
D1.13	Receive and Verify Product by Customer
D1	Deliver Stocked Product
D2	Deliver MTO Product
D3	Deliver ETO Product
D4	Deliver Retail Product
D1.8	Receive Product from Source or Make
D1.2	Receive, Enter and Validate Order
D1.9	Pick Product
D1.10	Pack Product
M1.5	Stage (Finished) Product
M2.5	Stage (Finished) Product
M3.6	Stage (Finished) Product
NEW PROCESSES	
D1.11	Load Vehicle and Generate Shipping Documents
D1.12	Ship Product
D1.14	Install Product
D1.13	Receive and Verify Product by Customer
D1.15	Invoice

■ Indicates New

SCOR DS Process

Return (R)	
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
R1.5	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 12.0

Return (R)	
SR1 DR1	Source Return Defective Product Deliver Return Defective Product
DR1.1	Authorize Defective Product
DR1.3	Receive Defective Product
NEW PROCESS	
SR1.2	Disposition of Defective Product Condition
NEW PROCESS	
DR1.4	Transfer Defective Product
NEW PROCESSES	
SR1.5	Return Defective Product
SR1 DR1	Source Return Defective Product Deliver Return Defective Product
DR1.1	Authorize Defective Product
DR1.3	Receive Defective Product
NEW PROCESS	
SR1.1	Identify Defective Product Condition
NEW PROCESSES	
DR1.4	Transfer Defective Product
SR2 DR2	Source Return Maintenance, Repair and Overhaul (Product) Deliver Return Maintenance, Repair and Overhaul (Product)
DR2.1	Authorize Maintenance, Repair and Overhaul (MRO) Product Return
DR2.3	Receive Maintenance, Repair and Overhaul (MRO) Product
NEW PROCESS	
SR2.1	Identify Maintenance, Repair and Overhaul (MRO) Product Condition
SR2.2	Disposition of Maintenance, Repair and Overhaul (MRO) Product
NEW PROCESS	
DR2.4	Transfer Maintenance, Repair and Overhaul (MRO) Product
NEW PROCESSES	

About ASCM

The Association for Supply Chain Management (ASCM) is the global pacesetter of organizational transformation, talent development and supply chain innovation. As the largest association for supply chain, ASCM members and worldwide alliances fuel innovation and inspire accountability for resilient, dynamic and sustainable operations. ASCM is built on a foundation of world-class APICS education, certification and career resources, which encompass award-winning workforce development, relevant content, groundbreaking industry standards and a diverse community of professionals who are driven to create a better world through supply chain.

For more information, visit [ascm.org](https://www.ascm.org).