- List of Tables and Figures p. xiii
- Introduction p. xvii
- Acknowledgments p. xxv
- Chapter 1 About the Supply Chain Operations Reference Model p. 1
- The Supply-Chain Council p. 1
- The SCOR Framework p. 2
- The SCOR Project Roadmap p. 4
- Applying the SCOR Project Roadmap p. 5
- The Value of a SCOR Initiative p. 9
- Chapter 2 Building Organizational Support for Supply Chain Improvement p. 10
- The Evangelist p. 12
- The Active Executive Sponsor p. 16
- Establishing Core Team Buy-In p. 20
- Phase I Discover the Opportunity p. 23
- Chapter 3 Week One: Planning and Organizing p. 25
- The Business Context Summary p. 25
- The Project Charter p. 41
- Kickoff Preparation p. 43
- Phase II Analyze Basis of Competition p. 45
- Chapter 4 Week Two: Project Kickoff and SCOR Metrics p. 47
- The Project Kickoff p. 47
- Reviewing a Balanced Set of Supply Chain Metrics p. 49
- Defining Metrics and Benchmarks p. 54
- Chapter 5 Week Three: Benchmarks, Competitive Requirements, and Steering Team Review Number One p. 60
- Data Review p. 60
- Chip Exercise: Competitive Requirements Analysis p. 68
- Preparing for Steering Team Review Number One p. 71
- Chapter 6 Week Four: SCORcards p. 73
- The SCORcard Review p. 73
- The Gap Analysis p. 78
- Phase III Design Material Flow p. 83
- Chapter 7 Week Five: Initiating AS IS Material Flow and Steering Team Review Number Two p. 85
- Validating Gap Analysis and Preparing Steering Team Review Number Two p. 85
- Launching Phase III: Design Material Flow p. 87
- Initiating AS IS Material Flow p. 88
- About the SCOR Level Two Process Types p. 89
- Geographic Maps p. 96
- Location Level Two Processes p. 99
- Material Flow Performance p. 99
- Chapter 8 Week Six: The AS IS Material Flow Performance Summary p. 101
- Reviewing the Material Flow Performance Summary and Refining Geographic Maps p. 102
- Planning for Disconnect Analysis p. 111

- Chapter 9 Week Seven: The Material Flow Disconnect Analysis and Steering Team Review Number Three p. 112
- Planning the Brainstorm Session p. 113
- Conducting the Brainstorm Session p. 115
- The Fishbone Analysis p. 120
- Conducting Steering Team Review Number Three p. 123
- Chapter 10 Week Eight: The Disconnect and Opportunity Analysis p. 124
- Reviewing and Refining the Fishbone Analysis p. 125
- Initiating the Opportunity Analysis p. 126
- Chapter 11 Week Nine: Opportunity Summaries, Initiating TO BE Material Flow, and Steering Team Review Number Four p. 132
- Completing the Opportunity Analysis p. 135
- Initiating TO BE Material Flow p. 141
- Conducting Steering Team Review Number Four p. 143
- Chapter 12 Week Ten: TO BE Material Flow p. 144
- Identifying Changes and Initiating TO BE Models p. 145
- Refining TO BE Models and Initiating Quick-Hit Plans p. 147
- Chapter 13 Week Eleven: Quick-Hit Plans, Steering Team Review Number Five, and Initiating the Work and Information Flow Analysis p. 151
- Reviewing and Refining Quick-Hit Mini-Charters p. 152
- Initiating AS IS Work and Information Flow p. 153
- Planning the Staple Yourself Analysis p. 155
- Conducting Steering Team Review Number Five p. 158
- Phase IV Work and Information Flow Analysis and Design p. 159
- Chapter 14 Week Twelve: The Staple Yourself Analysis p. 161
- The Staple Yourself Kickoff and Analysis p. 162
- Understanding the Transaction Analysis Worksheet p. 162
- Chapter 15 Week Thirteen: The AS IS Swim Diagram and Steering Team Review Number Six p. 167
- Assembling the Preliminary AS IS Swim Diagram p. 167
- Conducting Steering Team Review Number Six p. 174
- Chapter 16 Week Fourteen: The AS IS Productivity Summary p. 176
- Assembling the AS IS Productivity Summary p. 176
- Initiating TO BE Work and Information Flow p. 179
- The Baseline Business Blueprint Education p. 180
- Chapter 17 Week Fifteen: The TO BE Work and Information Flow Blueprint and Steering Team Review Number Seven p. 185
- Reviewing the SCOR Level Three Baseline Blueprint p. 186
- Adjusting Swim Lanes p. 189
- Identifying Transaction Examples p. 191
- TO BE Productivity Improvement p. 191
- Conducting Steering Team Review Number Seven p. 192
- Chapter 18 Week Sixteen: The TO BE Summary and Project Portfolio p. 194
- Refining TO BE Productivity Spreadsheets p. 194
- Establishing the Overall Project Portfolio and Initiating the Return-on-Investment Analysis p. 199

- Chapter 19 Week Seventeen: Implementation Planning and Steering Team Review Number Eight p. 204
- Fowlers' Project Portfolio and Projected Return on Investment p. 205
- The Final Steering Team Review p. 207
- Reflection and Transition at Fowlers p. 207
- The Roles of Change p. 208
- Focus p. 210
- Appendix A SCOR Model Overview p. 211
- Appendix B Fowlers' Business Context Summary p. 235
- Appendix C Fowlers' Supply Chain Improvement Project Charter p. 244
- Appendix D Partial List of SCOR Model Leading Practices, Sorted by Business Area p. 257
- Appendix E SCOR Version 5.0 Quick Reference Guide p. 263
- Appendix F SCOR and Six Sigma DMAIC Comparison p. 268
- Index p. 273