

Welcome to the nineteenth lesson of the DoD Supply Chain Fundamentals module, SCOR Level Two Process Categories.

In this lesson you will learn to recognize the characteristics of SCOR level two process categories.

You will be given an opportunity to test out of this lesson. If you pass the test question, you can decide to continue, or skip to the next lesson.

Which of the following are characteristics of SCOR level two process categories?

- A Key level 2 processes include "Make-to-Stock," "Make-to-Order," "Engineer-to-Order."
- B Level 2 processes are generally industry, product, location and/or technology specific.
- C This level defines practices to adapt to changing business conditions.
- D Includes the following critical process categories; "Establish Supply Chain Plans," "Establish Detailed Sourcing Plans," "Transfer Material."

Feedback:

The correct answer is "Key level 2 processes include "Make-to-Stock," "Make-to-Order," "Engineer-to-Order".

We've all experienced frustration when communicating with team mates. People from dissimilar work specialties who often use a different work language can make a work site seem like the tower of Babel. Here is a tool to help you overcome miscommunication both at your own worksite and across the national/inter-service supply chain. Level 2 uses "core process **categories**" that share a common language among SCOR members.

Learning Objective

- Recognize characteristics of SCOR level two process categories.

In earlier lessons, you learned that the supply chain is broken down into process types, categories, and elements.

- Types (level 1) (examples: Plan = P, Source = S, Deliver = D...)
- Categories (level 2) (example: "Deliver Stocked Product" = "sD1")
- Elements (level 3) (example: "Receive, Enter and Validate Order" = "sD1.2")

This lesson goes into greater description of the characteristics for level two process categories. Compare this information with characteristics you know about levels 1, 3, and 4.

“SCOR Configuration Toolkit”

SCOR Process

Plan	Source	Make	Deliver	Return
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Process Type	Planning	P1	P2	P3	P4	P5	Process Category
	Execution		S1-S3	M1-M3	D1-D4	SR1-SR3 DR1-DR3	
	Enable	EP	ES	EM	ED	ER	

A company's supply-chain can be "configured-to-order" at level 2 from core process "categories." Companies implement their operations strategy through the configuration they choose for their supply-chain. They choose the appropriate process categories (e.g., "Stocked Product" = S1, M1, D1), from the SCOR configuration toolkit to represent their supply-chain configuration(s) (see "SCOR Configuration Toolkit" diagram, previous slide).

Level 2 process categories determine the capabilities within the level 1 processes. The key level 2 categories are "Make-to-Stock," "Make-to-Order," "Engineer-to-Order," for Source, Make and Deliver processes and Defective vs. MRO (Maintenance, Repair and Overhaul) vs. Excess for the Return process.

For most projects, level 2 process diagrams help identify structural issues in the supply chain.

Descriptions of key level 2 categories:

- **Make-to-Stock (sM1):** The process of manufacturing products. "Make" represents all types of material conversions: Assembly, Chemical processing, Maintenance, Repair, Overhaul, Recycling, Refurbishment. Make-to-stock products are intended to be shipped from finished goods or "off the shelf," completed before receipt of a customer order, and generally produced in accordance with a sales forecast.

Descriptions of key level 2 categories:

- **Make-to-Order (S2, M2, D2):** The process of manufacturing in a make-to-order environment adds value to products through mixing, separating, forming, machining, and chemical processes for a specific customer order. Products are completed, built or configured only in response to a customer order, the customer order reference is attached to the production order, attached to or marked on the product upon completion of the make process and referenced when transferring the product to Deliver. The product is identifiable throughout the Make process, as made for a specific customer order. Examples of alternative or related names for Make-to-Order are: Build-to-Order (BTO), Assemble-to-Order (ATO), Configure-to-Order (CTO), and postponement. The process is characterized by longer turn-around times. Example: A car is built with a particular combination of colors and features and ordered from a distributor.

Descriptions of key level 2 categories:

- **Engineer-to-Order (S3, M3, D3, D4) :** The process of manufacturing distinct items (e.g., parts that retain their identity through the transformation process) that are intended to be completed after receipt of a customer order. (Although make-to-order includes standard products built only in response to a customer order or products configured in response to a customer order, engineer-to-order includes custom products that are designed, developed, and manufactured in response to a customer request.) This process is characterized by the longest lead-times and low fill rates. Example: An architect and engineer creates a new kitchen for you, with some custom-build and custom-sourced materials.

Here is a list of all SCOR® level 2 process categories:

- P1: Plan Supply Chain
- P2-P5: Plan SCOR® Process
- S1: Source Stocked Product
- S2: Source Make-to-Order Product
- S3: Source Engineer-to-Order Product
- M1: Make-to-Stock
- M2: Make-to-Order
- M3: Engineer-to-Order
- D1: Deliver Stocked Product
- D2: Deliver Make-to-Order Product
- D3: Deliver Engineer-to-Order Product
- D4: Deliver Retail Product

Here is a list of all SCOR® level 2 process categories (continued):

- SR1/DR1: Return Defective Product (Source Return/Deliver Return)
- SR2: Source Return MRO Product (Maintenance, Repair and Overhaul)
- DR2: Deliver Return MRO Product
- SR3/DR3: Return Excess Product (Source Return/Deliver Return)
- EP, ES, EM, ED, ER: Enable corresponding SCOR® Processes

Key points to remember about level 2:

- Companies implement their operations at level 2 through the "configuration" they choose for their supply chain.
- They "configure-to-order" by choosing core process categories (e.g., P1, S1-S3, M1-M3, EP).
- The core process categories determine capabilities and help identify structural issues.
- Key level 2 categories include "Make-to-Stock," "Make-to-Order," "Engineer-to-Order."

Level 2 characteristics are different from characteristics of levels 1, 3, 4.

Not - Level 1 characteristics:

- defines the scope and content of supply chain
- sets basis of competition performance targets
- spans multiple level 3 processes

Not - Level 3 characteristics:

- detailed activities: process elements of "categories" and "types"
- identifies decision points, triggers and process disconnects

Not - Level 4 characteristics:

- specific activities unique for each industry, product, location and/or technology

Which of the following are characteristics of SCOR level two process categories?

- A Companies implement their operations at this level through their configuration of core process categories. >
- B At this level, competition performance targets are set. >
- C This level defines specific practices to adapt to changing business conditions. >
- D Companies "fine tune" their operations at this level. >

Feedback:

The correct answer is, "Companies implement their operations at this level through their configuration of core process categories." These other alternatives are characteristics of the other three levels (1, 3, 4).

You have completed the learning portion of the SCOR Level Two Process Categories lesson. Next you will be given three attempts to demonstrate mastery of the learning objective.

If you fail all three attempts, you can still progress to the remaining lessons and graduate; however, you are encouraged to restudy the lesson to increase your understanding of the content.

Which of the following are characteristics of SCOR level two process categories?

- A This level consists of process element information inputs and outputs. >
- B Level 2 process categories determine the capabilities within the level 1 processes. >
- C At level 2, companies define practices to achieve competitive advantage. >
- D This level defines the scope and content for the supply chain reference model. >

Feedback:

The correct answer is, "Level 2 process categories determine the capabilities within the level 1 processes." The others are characteristics of levels 1, 3, and 4.

Which of the following are characteristics of SCOR level two process categories?

- A Utilizes "best practices," where applicable.
- B Level 2 key categories include "Make-to-Stock," "Make-to-Order," "Engineer-to-Order."
- C Describes system capabilities required to support best practices.
- D The key categories include "Crisis Communications Planning," "Strategic Planning," "Assess Supplier Performance."

Feedback:

The correct answer is, "Level 2 key categories include "Make-to-Stock," "Make-to-Order," "Engineer-to-Order"." The others are characteristics of levels 1, 3, and 4.

Which of the following are characteristics of SCOR level two process categories?

- A The capabilities within level two are determined by level one process categories. >
- B The performances of level two metrics serve as diagnostics for level three. >
- C This is the level where companies "configure-to-order" by choosing core process categories. >
- D Level two process diagrams help identify decision points, triggers and process disconnects. >

Feedback:

The correct answer is, "This is the level where companies "configure-to-order" by choosing core process categories." Level two metrics are diagnostics for level 1. Level 2 process categories determine the capabilities within the level 1 processes. Level 3 process diagrams help identify decision points, triggers and process disconnects. This was your third and final attempt, but you will be allowed to progress to other lessons and graduate. [Review This Lesson](#)

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Summary

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In this lesson, you learned about characteristics of level 2 process categories to include the following learning points; a.) companies implement their operations at level 2 through the "configuration" they choose for their supply chain, b.) companies "configure-to-order" by choosing core process categories, c.) the core process categories determine capabilities and help identify structural issues.

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Can you recall from a previous lesson which of the following SCOR® People Section competency descriptions characterizes the "competent" level?

- [A Oversees all aspects of the work and can prioritize. >](#)
- [B Understands the work and can determine priorities to reach goals. >](#)
- [C Requires detailed documentation to be able to perform the work. >](#)
- [D Applies experience patterns to new situations. >](#)

Feedback:

The answer is "Understands the work and can determine priorities to reach goals."

You have completed the content for this lesson.

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