



Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model. Second Edition

Peter Bolstorff and Robert Rosenbaum

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Reviewed by Paul Harmon

We reviewed the first edition of this book when it first came out in 2003. At that time it was the first book published that described the Supply Chain Council's SCOR framework and the first to offer a methodology for using SCOR to solve supply chain improvement problems. In the years between the publication of the initial book and the recent publication of the second edition, much has changed. The SCOR framework has evolved from SCOR version 5.0 to SCOR version 8.0. As part of this evolution, the SCOR model has been extended to make it more relevant to retailers and those with non-manufacturing supply chains. At the same time, the Supply Chain Council (SCC) has adopted two additional frameworks: the Design Chain Operations Reference model (DCOR), and the Customer Chain Operations Reference model (CCOR). During this same period an active Special Interest Group has worked to align SCOR with Lean Six Sigma and provide SCOR with a systematic approach to continuous improvement. Peter Bolstorff and Robert Rosenbaum have been actively involved in the evolution of SCOR, and, perhaps more important they have been teaching their SCOR methodology – Supply Chain Excellence (SCE) to companies throughout the world and have improved it.

Those who read the first edition know that Bolstorff and Rosenbaum recommend that a company approach SCOR over the course of seventeen weeks. During each week, the SCOR team meets for 2 days for training and discussion and spends the remaining 3 days on “homework” assignments. In the second edition Bolstorff and Rosenbaum have kept the 17 week agenda, but sought to clarify it a bit by putting it into the context of a multi-phase methodology. Unfortunately, the authors are inconsistent and use one set of phases (4 phases) in the Table of Contents and another (6 phases) when they describe their methodology in chapter 1, leading to considerable confusion. The outline below follows the 4 Phases described in the Table of Contents.

Phase I. Discover the Opportunity

Week 1. Planning and Organizing

Phase II. Analyze Basis of Competition

Week 2. Project Kickoff and SCOR Metrics

Week 3. Benchmarks, Competitive Requirements

Week 4. Scorecards

Phase III. Design Material Flow

Week 5. Initiating AS IS Material Flow

Week 6. The Planning Process Matrix, Thread Diagram, and Metric Defect Analysis

Week 7. Material Flow Disconnect Analysis

Week 8. The Project Portfolio

Week 9. Opportunity Analysis

Week 10. TO BE Material Flow

Week 11. Quick-Hit Plans, Initiating the Work, and Information Flow Analysis

Phase IV. Work and Information Flow: Analysis and Design

Week 12. The Staple Yourself Interview

Week 13. The AS IS Process, and Understanding Functional Responsibility

Week 14. The Process Performance Summary

Week 15. The TO BE Work and Information Flow Blueprint

Week 16. Level Four Process Development

Week 17. Implementation Planning and Program Management

In the earlier edition, the authors devoted a lot more attention to the nature and characteristics of the SCOR model. In an appendix, they reproduced the SCC's multi-page overview of SCOR, for example. In this edition they apparently feel that readers already know SCOR and have left out a basic description of SCOR.

This edition mentions the new SCC frameworks, DCOR and CCOR in passing, and includes a chapter where the authors provide a very cursory description of the steps one might go through to do a complete Value Chain analysis and redesign effort. However, since they do not define CCOR or DCOR in any detail, one can hardly know if they are appropriate and consequently can hardly get anything useful from the value chain chapter.

The book uses the same general case study they introduced in the first edition – Followers. They have enriched the data provided with the case study and expanded the techniques they describe and updated the book to refer to SCOR version 8.0. Thus, the descriptions of how one actually approaches SCOR development are richer in this book than in the first book. Some of the new material reflects the fact that the authors have incorporated some of the Lean Sigma techniques which presumably came out of the work of the SCC's SCOR-Lean Six Sigma SIG.

The second edition also comes with a CD of xelocity's ProcessWizard, a process modeling tool that is especially set-up to do SCOR modeling. The Fowlers case study is already worked out and loaded on ProcessWizard. (Note that ProcessWizard won't run on Windows Vista.)

We concluded our first review of Supply Chain Excellence by suggesting that "If you are involved in supply chain management, read this book!" We'd say the same thing today: If you are involved in any aspect of supply chain management, and don't know about SCOR, read the first edition of Supply Chain Excellence!. If you have already read the first version of Supply Chain Excellence, or you already know about SCOR, then you might want to read version 2. In other words, the new book doesn't provide a good introduction to SCOR, so anyone new to SCOR will want to read the first edition.

In spite of the confusion involved in the inconsistent phases, I found the second edition very useful, primarily because I was interested in how they integrated new techniques into their 17 week program. If you are already using the Bolstorff and Rosenbaum's SCE methodology, then you will definitely want to read the new edition.

If you are interested in using DCOR or CCOR, and want a value chain approach as well thought out as the SCOR methodology is in SCE, you will have to wait for a new book that will provide a decent introduction to DCOR and CCOR.

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