

# SCOR Best Practices for Supply Chain Professionals

A two-day workshop to assist supply chain professionals in implementing the SCOR® model best practices to achieve supply chain excellence and become a best-in-class.

Shanghai, China

6th & 7th January 2011

## Your International Facilitator:

**Luc Kremers**

**Senior Supply Chain Consultant**

**Co-founder of iCognitive**

iCognitive is a fast-growing international consulting firm specializing in supply chain management with offices in Asia and Europe.

As the appointed authority in Asia on the Supply Chain Operations Reference model (SCOR®), iCognitive is recognized as a leading SCOR® expert by the Supply Chain Council.

## iCognitive's experience in China:

- After successfully launching the first benchmark study on supply chain management using SCOR metrics in China in 2004, iCognitive has for the last 5 years organized the benchmark study annually in collaboration with Fudan University. In 2009, 955 companies from major industries have been benchmarked.
- Supported companies in optimizing their supply chain in China and South East Asia in a wide range of industries. Our clients include Thales, Coca-Cola, British American Tobacco, Bayer, Huawei, H3C, Emirates, HP...
- Provider of SCOR® workshops (qualified SCOR® instructor certified by the Supply Chain Council): more than 2000 supply chain professionals trained in more than 200 companies.

## Who Should Attend:

**GM, VGM, Plant Manager, Directors, head/Managers of:**

- Supply Chain Management
- Operations
- Inventory Planning and warehouse management
- Sourcing and Procurement
- Logistics and transportation
- Demand Forecasting and material planning



## Course Description:

By enhancing collaboration and maximizing visibility throughout the end-to-end supply chain, the SCOR (Supply Chain Operations Reference) model supports companies in optimizing their supply chain performance.

Although the model has been developed by Supply-Chain Council (SCC) and widely adopted by Fortune 500 Companies since 1996, it has only recently reached the China market and local enterprises in China are just at the learning stage.

With the supply chain affecting many aspects of the business, companies cannot rely anymore on a 'ad-hoc', unorganized approach to supply chain operational improvement. SCOR® helps manage a common set of business problems through a standardized language, standardized metrics, benchmarking and common business practices which accelerate business change and improve performance.

Organizations which use SCOR enjoy consistent annual bottom-line improvements of 1-3%.

This training course will explore how to become a best-in-class through the implementation of SCOR best practices.

## What the Seminar will help you achieve:

- How to measure your supply chain performance and compare it with your competitors
- How to identify inefficiency gaps and supply chain improvement opportunities
- How to map business processes
- How to implement SCOR best practices
- How to define a sustainable supply chain strategy
- How to manage risk in your supply chain network
- How to manage supply chain competencies, build required capabilities and recruit skilled staff
- How to implement the S&OP methodology
  - o To forecast accurately your demand
  - o To manage your business effectively and achieve competitive advantage through inventory optimization, cash flow increase, return on working capital maximization...
  - o To ensure all departments are aligned
  - o To ensure your plans are measured accurately to enable continuous improvement
- How to make the link between supply chain management and financial performance

## Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Thursday 6th January 2011

## Day One

### Session one - Introduction to SCOR methodology

- Supply Chain Council overview
- SCOR process mapping methodology
- SCOR performance measurement & benchmarking approach

### Session two - SCOR implementation approach

- Proven iCognitive approach to using SCOR for supply chain improvement

### Session three - Case studies

- Case studies of companies using SCOR in China
  - Coca Cola
  - Bayer
  - Huawei

## Conclusion Day One

### About Martin Linking

Martin Linking Business Consulting plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

### In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact Whitney Shen on **+86 28 8532 7678** or email **whitney.shen@martinlinking.net** to discuss further possibilities.

### About Luc Kremers

Luc Kremers is a **senior supply chain consultant** and **co-founder of iCognitive**, a consulting company specialized in Supply Chain Management with offices in Singapore, Malaysia, China and France. He has **twelve years of project management and process improvement experience** in supply chain management consulting within various industries in Asia. He has worked with a wide range of clients such as Fonterra, British American Tobacco, Bayer Material Science, Nuplex, Mindef Singapore, Orchard Marine Logistics and Sembcorp Logistics in the area of supply chain reconfiguration, operational improvement, SCOR implementation, strategic benchmarking and technology deployment.

In addition to consulting, he is **responsible for the annual Supply Chain Benchmark Study service** within iCognitive, which covers the annual Studies for Southeast Asia, China and Europe.

In his previous position in **SIMTech** (Singapore Institute of manufacturing Technology, formerly Gintec) he was involved in **various supply chain operational improvement projects** for clients such as Venture Corp, Mindef Singapore, International Press Softcom and Modus Media. Prior to joining SIMTech in 1997, he worked as a Logistics Engineer for ECT, the largest container terminal in Europe.

In the past few years he has written various **SCM-articles** and presented in **numerous conferences** in Asia about Supply Chain Management. He has been a member of the Metrics Committee of the Supply Chain Council and contributed to the metrics in SCOR version 7.0 and 8.0. He received his Masters in Logistics in 1996 from Delft University in the Netherlands.

### Workshop Schedule Day One & Two

0830 Registration and coffee  
0900 Workshop commences  
1045 Morning refreshments  
1115 Workshop re-commences  
1200 Luncheon  
1300 Workshop commences  
1500 Afternoon refreshments  
1530 Workshop re-commences  
1730 Workshop concludes

## Friday 7th January 2011

### Day Two

#### Session one - SCOR best practice 1 – Benchmarking

- Benchmarking is one of the strengths of the SCOR methodology. Participants will get results from iCognitive Annual Supply Chain Benchmark study for China and learn where they stand versus their competitors. They will learn how to identify inefficiency gaps and supply chain improvement opportunities through performance measurement and benchmarking.

#### Session two - SCOR best practice 2 – Green SCOR

- Sustainable business models and environmental accounting are growing business concerns.
- There are multiple approaches to measuring the total environmental footprint of an organization or supply chain with no agreed upon standards.
- SCOR provides an excellent foundation for environmental accounting in the supply chain.

#### Session three - SCOR best practice 3 – Risk Management

- The systematic identification, assessment and mitigation of potential disruptions in logistics networks have to be done with the objective to reduce their negative impact on the supply chain network's performance.

#### Session four - SCOR best practice 4 – SCM skills and capabilities requirements (the link between SCOR and HR)

- SCOR v9 includes a new skills management framework to complement the process reference, metrics reference, and practice reference components with an integrated view of supply chain skills in four areas:
  - Baseline skills
  - Critical skills
  - Job performance measurement
  - Credentialing of supply chain skills

#### Session five - SCOR best practice 5 – Sales & Operations Planning

- Clear and operational view of the S&OP process and its implementation, its quantifiable and soft benefits through the organization, and its positive impact on company financial results.

#### Session six - SCOR best practice 6 – SCM impact on Finance

- Describes the relationship between Supply Chain Management operations and the direct impact of supply chain performance (as captured by SCOR) on the financial result of organizations. This is vital for:
  - SCM professionals who want to learn to speak the language spoken by company decision makers, the language of Finance, in order to articulate the real value of their supply chain initiatives at the senior management level.
  - Non-SCM professionals who want to better understand the potential impact of the supply chain on all areas of financial performance (growth, profitability, and capital utilization).

#### Workshop Summary & Closure

##### Course Format:

- Martin Linking trainings are developed based on in-depth experience, best practices and real companies' case studies.
- The trainer will use interactive case studies and group discussions to enable participants to acquire practical knowledge and capabilities for implementation.

# 供应链专业人士 SCOR 最佳实践

这是一个为期两天的培训，以协助供应链专业人员实施SCOR®模型的最佳实践来实现卓越的供应链，成为行业最佳。

中国上海

2011年1月6-7日

您的国际培训师:

**Luc Kremers**

资深供应链专家

iCognitive联合创始人

iCognitive 是一家快速增长的专于供应链管理的国际咨询公司，在亚洲和欧洲都设有分公司。

作为供应链运作参考模型 (SCOR®) 在亚洲的授权机构，iCognitive 是供应链协会认定的领先的 SCOR® 的专家。

## iCognitive 在中国的经验:

- 2004年在中国成功地启动了第一次使用 SCOR 指标对供应链管理的基准研究，iCognitive 在过去 5 年里与复旦大学合作每年都组织了供应链管理的基准研究。2009年，对来自主要行业的 955 家企业进行了基准测试。
- 在中国和东南亚对众多行业的公司供应链的优化进行支持。我们的客户包括 Thales, 可口可乐, 英美烟草, 拜耳, 华为, H3C, Emirates, 惠普等。
- 东南亚的独家 SCOR® 培训的提供者: 对超过 200 多家企业的 2000 多位供应链专业人员进行了培训。

## 谁应参加:

以下部门的总经理, 副总经理, 厂长, 总监, 领导/经理:

- 供应链管理
- 运营
- 库存管理和仓库管理
- 采购
- 物流和运输
- 需求预测和物料计划



## 课程描述:

通过加强合作，提高整个端到端的供应链的可视性，SCOR (Supply Chain Operations Reference) 模型支持公司优化其供应链性能。

虽然自 1996 年由供应链理事会(SCC)制定了这个模型并被财富 500 强公司广泛采用，只到最近这个模型才到达中国市场，中国的当地企业还正处在学习阶段。

供应链会影响业务的许多方面，公司不能依赖于某个随机、无序的方法来改善供应链的运作。SCOR®有助于通过可以加速业务变化和绩效的标准化的语言、规范化的度量标准和一般商业实践来管理一些共同的业务问题。

使用 SCOR 的组织会得到一致的年度最低限度的 1-3% 改进。

这次培训将探讨如何通过实施 SCOR 最佳实践来成为行业最佳。

## 这次培训将会在以下方面给你帮助:

- 如何衡量您的供应链绩效并与您的竞争对手比较
- 如何确定无效率的差距部分和供应链的改进的机会
- 如何映射业务流程
- 如何实施 SCOR 最佳实践
- 如何定义一个可持续发展的供应链战略
- 如何管理供应链网络中的风险
- 如何管理供应链竞争力、建立所需的能力和招聘有经验的员工
- 如何实施销售和运营计划 (S&OP) 的方法
  - o 准确预测您的需求
  - o 有效管理您的业务并通过库存优化，现金流量增加，资本回报率最大化等获得竞争优势
  - o 确保所有部门团结一致
  - o 确保您的计划被精确衡量以实现持续改进
- 如何使供应链管理和财务业绩之间产生联系

星期四 2011 年 1 月 6 日

## 第一天

### 第一节 - 介绍 SCOR 方法

- 供应链理事会概要
- SCOR 过程映射方法
- SCOR 绩效评估及标杆管理方法

### 第二节 - SCOR 实施的途径

- 经过证实有效的 iCognitive 公司的利用 SCOR 改善供应链的方法

### 第三节 - 案例研究

- 在中国采用 SCOR 的公司的案例研究
  - 可口可乐 (Coca Cola)
  - 拜耳 (Bayer)
  - 华为

### 第一天总结

#### 关于马汀令可

马汀令可商务咨询计划每年组织超过80场的培训和会议，与全球1000强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。我们致力于为我们的客户提供即刻可用的前沿信息。我们不断地研究和聆听所有行业的声音来保证我们提供商业信息的及时性和前沿性。

#### 内训方案

如果贵公司有许多人有类似的培训需要，那么你不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系Whitney Shen来讨论合作的可能:

电话: +86 28 8532 7678

电邮: whitney.shen@martinlinking.net

#### 关于Luc Kremers

Luc Kremers是资深供应链咨询师，iCognitive的共同创始人。iCognitive是一家专于供应链管理的咨询公司，在新加坡，马来西亚，中国和法国都设有公司。他有12年在亚洲不同行业的供应链管理咨询方面的项目管理和流程改善经验。他在供应链的重构，业务改善，SCOR的实施，战略基准测评和技术部署合作的客户非常广泛，如恒天然，英美烟草公司，拜耳材料科学，Nuplex, Mindef Singapore, Orchard Marine Logistics与Sembcorp Logistics等。除了咨询，他还负责 iCognitive 年度供应链基准研究服务，该服务涵盖了东南亚，中国和欧洲的年度研究。

在他以前的公司 SIMTech (Singapore Institute of Manufacturing Technology, 前 Gintic) 里，他参与了众多供应链运营改善项目，客户包括，Venture Corp, Mindef Singapore, International Press Softcom 和 Modus Media 等。在 1997 年加入 SIMTech 之前，他在欧洲最大的集装箱码头公司 ECT 担任物流工程师，。

在过去数年中，他已经发表了很多供应链管理方面的文章并在亚洲许多会议作了关于供应链管理的演讲。他是供应链管理委员会计量委员会的成员，并在 SCOR 的 7.0 和 8.0 版本的指标部分做出了贡献。

#### 培训时间表 - 第一天和第二天

0830 签到及早茶  
0900 培训开始  
1045 上午休息  
1115 培训继续  
1200 午餐  
1300 培训开始  
1500 下午休息  
1530 培训继续  
1730 培训总结

星期五 2011 年 1 月 7 日

## 第二天

### 第一节 - SCOR 最佳实践 1 – 标杆管理

- 标杆管理是 SCOR 方法有力之处之一。参会者可以从 iCognitive 的年度中国供应链基准研究取得结果并且了解他们和竞争者的位置。他们将学会如何通过绩效衡量和基准来识别效率方面的差距和供应链改善机会。

### 第二节 - SCOR 最佳实践 2 – 绿色 SCOR

- 可持续经营模式与环境因素是各公司越来越关心的问题。
- 有多种方法来衡量一个组织或供应链的总环境足迹而没有一个约定的标准。
- SCOR 提供了在供应链中一个非常好的环境因素计算的基础。

### 第三节 - SCOR 最佳实践 3 – 风险管理

- 必须要做系统性的识别、评估和减轻物流网络中潜在的干扰以减少它们对供应链网络性能的负面影响。

### 第四节 - SCOR 最佳实践 4 – SCM 技巧和能力要求 (SCOR 和 HR 的关联)

- SCOR v9 包括一个新的技能管理框架，以补充过程参考，度量参考和实践参考组件，给以下四个领域的供应链的技能提供一个集成的观点：
  - 基线技巧
  - 关键技能
  - 工作绩效评估
  - 供应链认证技巧

### 第五节 - SCOR 最佳实践 5 – 销售和运营计划

- 清晰和可操作的销售和运营计划 (S&OP) 流程及其实施，其在整个组织中可测量和软性的利益，它对公司的财务结果的积极影响。

### 第六节 - SCOR 最佳实践 6 – SCM 对财务的影响

- 描述了供应链管理运作和供应链表现 (由 SCOR 得到的结果) 对一个机构财务的直接影响之间的关系。这对以下方面的人是至关重要的：
  - 对于供应链管理专业人员想学会由公司决策者讲的语言、财务人员讲的语言，为了在高级管理水平上表达了供应链的真正价值。
  - 非供应链专业人士想更好地了解供应链在财务的各个领域的潜在影响 (业绩增长、收益率、资金使用率)。

### 培训总结及结束

#### 培训形式:

- 马汀令可的培训是基于丰富的经验，最佳实践和真实的公司案例。
- 培训师将会用互动的案例研究和小组讨论的方式来使得参会者获得实际的知识 and 实施的能力。

# SCOR Best Practices for Supply Chain Professionals

SH20110106-Sales Contract-Please Complete in Capital Letters and Black Ink

## Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 8532 6768

## Fee Per Delegate

Two Day Training Fee US \$1395 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION US \$500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Company Size:  1-99  100-249  250-499

500-999  1000+

## Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**This booking is invalid without a signature.**



## Register Now

Contact: Whitney Shen

Tel: +86 28 8532 7678

Fax: +86 28 8532 6768

Email: whitney.shen@martinlinking.net

## Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 8532 7678.

## Payment Method

**Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.**

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

账号: **4402928009022523952**

**CONFIRMATION DETAILS:** After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

## Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.