

UNIVERSITY OF TARTU  
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**Implementing SCOR model and BPM techniques  
to improve B2B e-commerce KPIs**

**Master's Thesis (20 ECTS)**

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## **Implementing SCOR model and BPM techniques to improve B2B e-commerce KPIs**

**Abstract:** A last-mile delivery company faces a challenge in meeting the KPIs standard a B2B e-commerce company requires. The thesis explores possible solutions to improve performance by initially analyzing the B2B e-commerce delivery supply chain using the SCOR model. The analysis provides a strategic overview of how significant stakeholders are connected and what major processes are interrelated. After that, the author analyzed company KPIs and matched them with third-level SCOR KPIs, process elements, and best practices. On the operational level, the thesis additionally explains top processes, package status flow, and process models related to the weakest KPI according to the Business Process Management approach. After using Bayesian Belief Network (BBN), fishbone diagram, and waste analysis techniques in the process analysis stage, the thesis proposes SCOR best practices and redesigning changes to the company to achieve better performance.

**Keywords:** last-mile delivery, SCOR, process model

**CERCS:** S190 Management of enterprises

## **SCOR-mudeli ja BPM-i tehnikate rakendamine B2B täiustamiseks e-kaubanduse KPIs**

**Lühikokkuvõte:** Viimase miili kohaletoimetamise ettevõtte seisab silmitsi väljakutsega täita KPI-de standardit, mida B2B e-kaubanduse ettevõtte nõuab. Lõputöös uuritakse võimalikke lahendusi jõudluse parandamiseks, analüüsides esialgu B2B e-kaubanduse tarneahelat kasutades SCOR mudelit. Analüüs annab strateegilise ülevaate sellest, kuidas olulised huvirühmad on omavahel seotud ja millised suuremad protsessid on omavahel seotud. Pärast seda analüüsis autor ettevõtte KPI-sid ja sobitas need kolmanda taseme SCOR KPI-de, protsessielementide ja parimate praktikatega. Operatiivtasandil selgitatakse lõputöös lisaks kõige nõrgema KPI-ga seotud tippprotsesse, paketi oleku voogu ja protsessimudeleid vastavalt äriprotsesside juhtimise lähenemisviisile. Pärast Bayesian Belief Networki (BBN), kalaluu diagrammi ja jäätmeanalüüsi tehnikate kasutamist protsessianalüüsi etapis pakub lõputöö SCOR-i parimaid tavaid ja ettevõtte muudatuste ümberkujundamist, et saavutada parem tulemus.

**Võtmesõnad:** viimase miili kohaletoimetamine, SCOR, protsessimudel

**CERCS:** S190 Ettevõtete juhtimine

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