

Australasian Supply Chain Institute (ASCI) Supply Chain Management Body of Knowledge

First Edition





**SUPPLY CHAIN MANAGEMENT
BODY OF KNOWLEDGE**

First Edition: 2017

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1 Preface

This ASCI Supply Chain Management Body of Knowledge (SCMBoK) is a result of, valued review and inputs from both Industry, Academia, and ASCI's global certification partners.

The key objective of the ASCI SCMBoK is to set a foundation for Supply Chain Management that could unify the Australasian Supply Chain Community towards a set of accepted and agreed upon standards and nomenclatures pertaining to Supply Chain Management. It provides a knowledge reference within the Supply Chain Management domain and subject areas, which is generally agreed as both essential and generally known.

The ASCI SCMBoK is the first step in an ongoing collaborative process of refinement towards a regionally accepted ontology for the Supply Chain Management domain. It is more than simply a collection of terms, a professional reading list or a description of professional functions. It is also more than a collection of information.

I am excited to also confirm that ASCI is moving forward with its strategy to Professionalise Supply Chain Management by forming the foundations of the Professional Registration of Supply Chain Managers in Australia. Both the establishment of a formal Complaints and Disciplinary System and regular industry risk reviews with insurers to determine professional indemnity have been established.

Please join me in sharing this First Edition of ASCI SCMBoK with your organisation and supply chain network to ensure it is well utilised and referenced.

Warm regards,

A handwritten signature in blue ink, appearing to read 'Pieter Nagel', with a stylized flourish at the end.

Dr. Pieter Nagel

CEO Australasian Supply Chain Institute

2 Acknowledgement

The ASCI SCMBoK would not have been possible without the generosity of ASCI's global certification partners APICS, Demand Driven Institute (DDI) and Institute for Supply Management (ISM). Through each of these trusted and long standing partnerships, ASCI has entered into license agreements to utilise their Bodies of Knowledge. As a result, vital global content has been incorporated into the ASCI SCMBoK.

ASCI will continue to work with its international partners to retain the integrity of this document and ensure its ongoing alignment with global Supply Chain Management Bodies of Knowledge.

3 Introduction

The ASCI Supply Chain Management Body of Knowledge (ASCI SCMBoK) is a complete set of concepts, terms and activities that make up the supply chain management domain. In the case of the ASCI SCMBoK, these have been constructed in collaboration with industry and academia and with ASCI's global certification partners.

A body of knowledge (BoK) is the complete set of concepts, terms and activities that make up a professional domain, as defined by the relevant learned society or professional association¹. It is a type of knowledge representation by any knowledge organisation².

A body of knowledge is the accepted ontology for a specific domain. The ASCI SCMBoK is based on the ASCI Supply Chain Management Model which has four key components, each containing a prescribed aggregation of knowledge in that particular component which is considered required in those areas.

These four key components are:

- PART 1: Supply Chain Management
- PART 2: Operations Management
- PART 3: Logistics Management
- PART 4: Supply Management

One of the key objectives of the ASCI SCMBoK to set a base that could unify the Australasian Supply Chain Community towards a set of accepted and agreed upon standards and nomenclatures pertaining to Supply Chain Management. It provides a set of knowledge within Supply Chain Management domain and subject areas, which is generally agreed as both essential and generally known.

The ASCI SCM Bok is the first step in an ongoing consultative process of refinement towards a regionally accepted ontology for the Supply Chan Management Domain.

3.1 ASCI Technical Committee

The ASCI Board has also established the ASCI Technical Committee as a Subcommittee of and an advisory body to the ASCI Board, to:

- oversee the ASCI Supply Chain Management Body of Knowledge
- create the applicable review/consultation procedures and technical advisory structures
- review requests for advisory opinions; and
- review technical requirements and make recommendations to the Board

1 https://en.m.wikipedia.org/wiki/Body_of_knowledge#cite_note-Oliver_2012-1

2 https://en.m.wikipedia.org/wiki/Knowledge_organization

3.2 Using this Document

The ASCI SCMBok has been developed as a knowledge framework for assessing capability across a variety of contexts such as the education system and professional practice within the industry.

The development of this document rested heavily on the APICS BoK and other knowledge frameworks such as the Demand Driven Institute and the Institute for Supply Management.

To maintain currency of the ASCI SCMBOK through other knowledge frameworks referenced in the "References" section of this document. The purpose of this approach is to enable the ASCI SCMBok to be updated regularly should one of these other frameworks be modified, providing interim updates of the ASCI SCMBok outside of its own maintenance and update cycle.

3.3 Authority

The ASCI Board has the full authority of the ASCI SCM Body of Knowledge and delegated the authority for the oversight, review and continuous improvement/refinement of the ASCI SCM Body of Knowledge (ASCI SCMBok) to the ASCI Technical Committee, which is a subcommittee of the ASCI Board and an advisory body, appointed by the ASCI Board.

3.4 Purpose

The ASCI SCMBok is used by the ASCI Technical Committee to advise the ASCI Board on all matters involving the ASCI Supply Chain Management Body of Knowledge including its interaction with academic and other outside educational organisations.

3.5 Scope

The ASCI SCMBok is used by ASCI for the endorsement of degree and post-graduate degree programs of study (where applicable), for assessing capability through the ASCI Professional Pathways and assessments of Continuous Professional Development offerings to ensure that those contribute to the purpose of the ASCI CPD Program.

4 The Supply Chain Management Profession

4.1 Definition of a Profession

Professions Australia defines a profession as being:

"... a disciplined group of individuals who adhere to ethical standards and who hold themselves out as, and are accepted by the public as possessing special knowledge and skills in a widely recognised body of learning derived from research, education and training at a high level, and who are prepared to apply this knowledge and exercise these skills in the interest of others."³

4.2 Supply Chain Management as a Profession

Given the pervasiveness of Supply Chain Management enabling all business operations, it is problematic to definitively define the SCM profession.

Professionals purport to have specialist skills which can be relied upon. Consequently, legislation will require that a Professional exercises the required skill to an appropriate level expected by that profession.

Any negative consequence to the organisation arising from neglect by the Professional to exercise the required level of skill may mean that a legal judgement could be made against them if their lack of professionalism caused loss to others.

Professional Standards Schemes are legal instruments that bind occupational associations such as ASCI to monitor and improve the professional standards of their members in order to protect stakeholders across the Supply Chain.

In Australasia, Supply Chain Managers do not require a licence to manage the supply chain. To provide a form of regulation for the profession, ASCI is working on developing professional standards for Supply Chain Managers.

Requirements of ASCI to participate in such professional standards scheme include having the following systems in place:

Admission requirements to the association:

- A Code of Ethics
- A publicly accessible Complaints and Discipline process
- Continuing Professional Development (i.e. continuing occupational education) of its members
- Compulsory standards for Professional Indemnity Insurance for all its members, up to a specified level of liability
- Risk Management systems that monitor all of the above, and track claims made against any members
- An Industry-agreed Supply Chain Management Body of Knowledge

ASCI is the only organisation working with the Professional Standards Authority (PSA) in pursuit of Federal legislation for Supply Chain Management as a formal profession, accessible to industry via a Professional Registration Examination based on the Supply Chain Management Body of Knowledge.

³ Definition from Professions Australia website <http://www.professions.com.au/about-us/what-is-a-professional>, accessed 11/06/15

5 Knowledge Areas: ASCI SCMBOK

The historical entry point into a profession is not through relevant degrees. Only relatively recently has supply chain related degrees being offered by tertiary institutions. Since Supply Chain Management is a highly multi-functional process, a structured Supply Chain Management Body of Knowledge did not exist in Australasia and the knowledge has been evolving over time. This document now consolidates this evolutionary process into a structured Supply Chain Management Body of Knowledge.

The SCMBoK addresses this evolutionary process by ensuring all persons seeking professional membership of the ASCI hold an in-depth understanding of the skills and knowledge areas common to all SCM professional occupations.

These core knowledge areas are:

- Supply Chain Management
- Operations Management
- Logistics Management
- Supply Management

Independent of any specific SCM role, as a minimum, a SCM Professional is expected to hold a conceptual understanding of each of these four areas.

The ASCI SCMBoK is used in two ways to support accreditation, endorsements and certification processes. It provides:

- Essential Core Supply Chain Management Knowledge required for any Supply Chain Management Professional. This includes Supply Chain Management Professional Knowledge and Supply Chain Management Problem Solving.
- General Supply Chain Management Knowledge which provides professionals with a breadth of understanding of the Supply Chain Management industry regardless of his/her Supply Chain Management job role. This includes Operations Management, Logistics Management, and Supply Management.

In this context, the ASCI SCMBoK is based on the ASCI Supply Chain Management Model as below.

It is expected that these knowledge areas will need to be addressed at multiple levels in different stages of professional development. The very nature of professional work means that some knowledge and skills are best developed through experience and that understanding of this experience needs to be demonstrated to these knowledge areas.

ASCI Supply Chain Management Framework

The ASCI Supply Chain Management Framework is built upon three pillars of supply chain management.



5.1 Knowledge Area 1: Supply Chain Management

Definition: *"Supply Chain Management is a multidisciplinary approach towards a cost-effective availability, both physically and operationally, of goods and services, against information, funds, through the optimisation and integration of the capacities, interfaces, processes and functions across and between major business functions and processes both within and among companies, such to maximise customer value and gain a competitive advantage in the marketplace"* © Australasian Supply Chain Institute

5.2 Knowledge Area 2: Operations Management

Definition: *"Operations Management refers to the administration of business practices to create the highest level of efficiency possible within an organisation. It is concerned with converting materials and labour into goods and services as efficiently as possible to maximise the profit of an organisation"* © Investopedia

5.3 Knowledge Area 3: Logistics Management

Definition: *"Logistics Management is a supply chain component that is used to meet customer demands through the planning, control and implementation of the effective movement and storage of related information, goods and services from origin to destination"* © Techopedia

5.4 Knowledge Area 4: Supply Management

Definition: *"The identification, acquisition, access, positioning, management of resources and related capabilities the organisation needs or potentially needs in the attainment of its strategic objectives"* © Institute for Supply Management

6 Conclusion

A key objective of the ASCI SCMBoK to set a foundation for Supply Chain Management that could unify the Australasian Supply Chain Community towards a set of accepted and agreed upon standards and nomenclatures pertaining to Supply Chain Management.

It provides a knowledge reference within Supply Chain Management domain and subject areas, which is generally agreed as both essential and generally known.



7 Appendix Part I: Supply Chain Management

7.1 Supply chain strategy

The total pattern of decisions that shape the long-term capabilities of the supply chain and their contribution to overall strategy.

7.2 Supply chain management

The design, planning, execution and control and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronising supply with demand, and measuring performance globally

7.3 Performance measurement system

A system for collecting, measuring and comparing a measure to a standard for a specific criterion for an operation, item, good, service, business

7.4 Supply Chain Operations Reference (SCOR)

A process reference model across cross industry standard diagnostic tool for supply chain management

7.5 Sustainability

Activities that provide present benefit without compromising the needs of future generations

7.6 Risk management

The process of how to identify and manage risk

7.7 Inventory Management

The branch of business management concerned with planning and controlling inventories

7.8 Supply management

The business processes related to obtaining and managing products and services needed to operate a business or other types of organisations

7.9 Supply chain planning

The determination of a set of policies and procedures that govern the operation of a supply chain

7.10 Demand management

The function of recognising all demands for goods and services to support the marketplace.

7.11 Customer Relationship Management (CRM)

The collection and analysis of information designed for sales and marketing support to understand and support existing and potential customer needs

7.12 Supplier Relationship Management (SRM)

A comprehensive approach to managing an enterprise's interactions with the organisations that supply the goods and services the enterprise uses

7.13 Logistics

The art and science of obtaining, producing and distributing material and product in the proper place and proper quantities

7.14 Supply chain design

The determination of how to structure a supply chain

7.15 Reverse logistics

A complete supply chain dedicated to the reverse flow of products and materials for the purpose of returns, repair, remanufacture and/or recycling

7.16 Compliance

The state of aligning with guidelines, regulations and legislation by outside parties such as vendors, industry organisations and governments

7.17 Demand driven supply network

A situation where a customer purchase initiates real time information flows through the supply chain which then causes movement of product through the network

7.18 Supply chain technologies

The terms concepts, philosophies, hardware, software and other attributes used in supply chain management

7.19 Value chain

The functions within a company that add value to the goods and services that the organisation sells to customers and for which it receives payment

7.20 Transaction channel

A distribution network that deals with change of ownership of goods and services including the activities of negotiation, selling and contracting

8 Appendix Part II: Operations Management

8.1 Operations strategy

The total pattern of decisions that shape the long-term capabilities of an operation and their contribution to overall strategy.

8.2 Operations management

The effective planning, scheduling, use and control of manufacturing or service organisation.

8.3 Manufacturing planning & control system

A closed loop information system that includes master planning, material requirements planning and capacity requirements planning

8.4 Manufacturing environments

The framework in which manufacturing strategy is developed and implemented.

8.5 Process manufacturing

Production that adds value by mixing, separating, forming and/or chemical reactions.

8.6 Service industry

All organisations except farming, mining and manufacturing.

8.7 Enterprise Resource Planning

Framework for organising, defining and standardising the business processes necessary to effectively plan and control an organisation so the organisation can use its internal knowledge to seek external advantage.

8.8 Inventory management

The branch of business management concerned with planning and controlling inventories.

8.9 Supply chain management

The design, planning, execution and control and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronising supply with demand, and measuring performance globally.

8.10 Distribution

The activities associated with the movement of material from manufacturer to customer.

8.11 Capacity management

The function of establishing, measuring and monitoring and adjusting limits or levels of capacity in order to execute all manufacturing schedules.

8.12 Demand forecasting

Forecasting demand for a particular good, component or service.

8.13 Operations scheduling

The actual assignment of starting or completion dates to operations or groups of operations to show when these operations must be done if the manufacturing order is to be completed on time

8.14 Performance measurement system

A system for collecting, measuring and comparing a measure to a standard for a specific criterion for an operation, item, good, service, business.

8.15 Management information systems

Integrated approach for providing interpreted and relevant data that can help managers make decisions.

8.16 Industrial engineering

The engineering discipline concerned with facilities layout, methods, measurement and improvement, statistical quality control, job design and evaluation, and the use of management sciences to solve business problems.

8.17 Process engineering

The discipline of designing and improving manufacturing equipment and production process to support the manufacture of a product line.

8.18 Materials management

The grouping of managing functions supporting the complete cycle of material flow, from purchase and internal control of production materials to the planning and control of work in process to the warehouse, shipping and distribution of the finished product.

8.19 Supplier relationship management

A comprehensive approach to managing an enterprise's interactions with organisations that supply the goods and services the enterprise uses.

8.20 Demand driven supply network

A situation where a customer purchase, initiates real-time information flows through the supply chain, which then causes movement of product through the network.

8.21 Purchasing

The function and responsibility for procuring materials, supplies and services.

8.22 Quality

Conformance to requirements or fitness for use

8.23 Accounting

The function of maintaining, analysing and explaining the financial records and status of the organisation.

9 Appendix Part III: Logistics Management

9.1 Logistics Management

The management of the forward and reverse movement, handling, and storage of goods between origin and destination points..

9.2 Logistics strategy

A plan for the logistics elements of a business including warehousing, information systems, and transportation that is aligned with the overall business strategy.

9.3 Inventory management

The branch of business management concerned with planning and controlling inventories.

9.4 Warehouse management

The management of the activities related to receiving, storing and shipping materials to and from production or distribution locations.

9.5 Order management

The planning, directing, monitoring and controlling of the processes related to customer orders, manufacturing orders and purchase orders.

9.6 Materials handling

The movement of items from one point to another inside a facility.

9.7 Packaging

Materials surrounding an item to protect it from damage, able identification and improve efficiency in movement.

9.8 Global logistics

International transactions in sourcing and distributing goods, services and capital.

9.9 Reverse logistics

A complete supply chain dedicated to the reverse flow of products and materials for the purpose of returns, repair, remanufacture and/or recycling.

9.10 Logistics network design

The design and periodic review of inbound and outbound transportation networks, all types of warehouses by number, location, size, layout and optimum mix of inventory levels per location to meet the organisation's strategic goals.

9.11 Transportation

The function of planning, scheduling and controlling activities related to mode, vendor and movement of inventories into and out of an organisation.

9.12 Demand management

The function of recognising all demands for goods and services to support the marketplace.

9.13 Capacity planning

A long- to medium- term planning process resulting in providing the logistics capacity to meet actual demand.

9.14 Sourcing and procurement

The process of identifying a company that provides a needed goods or service.

9.15 Customer service management

A process that enables a business to offer post-purchase service and information to the customer.

9.16 Risk management

The process of how to identify and manage risk.

9.17 Sustainability

Activities that provide present benefit without compromising the needs of future generations.

9.18 Management information systems

Integrated approach for providing interpreted and relevant data that can help managers make decisions.

9.19 Performance measurement system

A system for collecting, measuring and comparing a measure to a standard for a specific criterion for an operation, item, good, service, business.

9.20 Supply chain management

The design, planning, execution and control and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronising supply with demand, and measuring performance globally.

9.21 Procurement

The business functions of procurement planning, purchasing, inventory control, traffic, receiving, incoming inspection and salvage operations.

9.22 Logistic cost concept

In logistics, the idea that all logistical decisions that provide equal service levels should favour the option that minimises the total of all logistical costs and not be used on cost reductions in one area alone.

9.23 Regulations

The laws and regulations governing the complex interactions and trade activities globally.

9.24 Continuous improvement

The act of making incremental, regular improvements and upgrades to a process or product in search of excellence.

9.25 Distribution

The activities associated with the movement of material from manufacturer to customer.

10 Appendix Part IV: Supply Management

10.1 Supply management

The identification, acquisition, access, positioning and management of resources and related capabilities that an organization needs in the attainment of its strategic objectives.

10.2 Contract management

Refers to contracted related administrative activities such as bid invitation, bid evaluation, contract awarding, contract implementation, measurement of work completion, and payment computation.

10.3 Negotiation

The processes by which a buyer and vendor, agree upon the purchase of an item.

10.4 Supplier relationship management

A comprehensive approach to managing an enterprise's interactions with the organisations that supply the goods and services the enterprise uses.

10.5 Sourcing

The process of identifying a company that provides a needed good or service.

10.6 Forecasting

The business function that attempts to predict sales and use of products so they can be purchased or manufactured in appropriate quantities.

10.7 Logistics

The art and science of obtaining, producing and distributing material and product in the proper place and proper quantities.

10.8 Inventory management

The branch of business management concerned with planning and controlling inventories.

10.9 Project management

The use of skills and knowledge in coordinating the organising, planning, scheduling, directing, controlling, monitoring and evaluating of prescribed activities to ensure stated objectives of a project, manufactured good or service are achieved.

10.10 Product development

The process of creating new products or services that offer new or additional benefits and value to the customer.

10.11 Quality

Conformance to quality or fitness for use.

10.12 Risk

The process of how to identify and manage risk.

10.13 Compliance

The state of aligning with guidelines, regulations and legislation by outside parties such as vendors, industry organisations and governments.

10.14 Corporate social responsibility

Corporate initiative to assess and take responsibility for the company's effects on environmental and social wellbeing.

10.15 Budgeting

A business process that includes estimates of future costs and revenues related to expected activities.

10.16 Cost management

Process and procedures for planning the allocation of funds and monitoring expenditure against authorised budgets.

10.17 Supply financing strategies

Planning and implementing financial arrangements with suppliers to meet the financial goals and objectives of the business.

10.18 Performance measurement system

A system for collecting, measuring and comparing a measure to a standard for a specific criterion for an operation, item, good, service, business.

10.19 Planning

The process of setting goals and choosing various ways to use the organisation's resources to achieve the goals.

10.20 Leadership

A process of influence which maximises the efforts of others towards the achievement of a goal.

11 Referenced Materials

- APICS Operations Management Body of Knowledge Framework, 3rd Edition <http://www.apics.org/docs/default-source/industry-content/apics-ombok-framework.pdf?sfvrsn=2>
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- APICS Dictionary, APICS The Association for Operations Management, Fifteenth Edition, 2016. (App, APICS Dictionary)
- Ptak, C., Smith, C., Demand Driven Materials Requirements Planning, Industrial Press, Inc., 2016
- Institute for Supply Management: "ISM Glossary of Key Supply Management Terms: Sixth Edition"

12 Glossary of Acronyms

- APICS: The Association for Supply Chain Management
- APICSOMBOK: APICS Operations Management Body of Knowledge
- ASCI SCMBoK: Australasian Supply Chain Institute Supply Chain Management Body of Knowledge
- CLTD: Certified in Logistics, Transportation and Distribution
- CPIM: Certified in Production and Inventory Management
- CPSM: Certified Professional in Supply Management
- CRM: Customer Relationship Management
- CSCP: Certified Supply Chain Professional
- DDI: Demand Driven Institute
- ISM: Institute for Supply Management
- SCM: Supply Chain Management
- SCOR: Supply Chain Operations Reference
- SRM: Supplier Relationship Management



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