Supply Chain and Logistics Skills Matrix

Business Resource Advancement Skills Institute

Connecting Strategy, Planning and Operational Excellence

www.brasi.org



Introduction

Successful supply chains depend on people who can connect business objectives with effective planning and reliable execution. From sourcing and inventory to transportation, customer service and digital technologies, these interconnected skills help organizations deliver value and professionals advance their careers.

The BRASI Supply Chain and Logistics Skills Matrix presents a broad framework of 30 key skill areas across three levels of responsibility:

- **Strategic:** Establishing direction, policies and long-term capabilities.
- **Planning:** Translating business priorities into coordinated plans, resources and performance targets.
- **Operational:** Executing activities, monitoring results and resolving day-to-day challenges.

These levels represent different scopes of responsibility, each requiring knowledge, sound judgment and practical expertise.

Reflecting BRASI's commitment to workforce development and career advancement, the matrix broadly aligns with our Professional Certification, Specialized Certificate Programs and Short Skills Courses.

It connects the integrated perspective of CISCOM with focused learning in procurement, inventory, logistics, warehousing, transportation, international trade, customer service, data analysis, process improvement and project management.

For professionals, employers and training partners, the matrix provides a starting point for identifying skill gaps, selecting relevant learning opportunities and building development pathways.

Key skill area	Strategic Planning Horizon: 8 – 10 yrs Time Buckets: Years, quarters Units: Financial and Physical
1. Supply chain strategy and alignment	Align supply chain capabilities with business goals and customer needs
2. Supply chain network design	Determine sourcing, production, storage and distribution networks
3. Demand management and forecasting	Establish demand management policies and market priorities
4. Integrated business planning / S&OP	Balance growth, service, capacity and financial objectives
5. Supply and capacity planning	Determine long-term capacity and supply capabilities
6. Production and service operations	Select operating models, technologies and service capabilities
7. Inventory management	Establish inventory investment, segmentation and service policies
8. Procurement and strategic sourcing	Define sourcing strategies and make-or-buy decisions
9. Supplier relationship management	Develop supplier portfolios and critical partnerships
10. Contract management and negotiation	Establish commercial policies and risk allocation principles
11. Logistics and distribution management	Define distribution channels and logistics service models
12. Warehousing and materials handling	Select warehouse models, automation and investment priorities
13. Transportation and freight management	Establish modal strategies and carrier partnerships
14. International trade and import/export	Assess international markets, trade exposure and entry approaches
15. Maritime and vessel operations	Determine maritime service, fleet and port-related priorities
16. Customer service and order management	Define customer service standards and value propositions
17. Quality management	Establish quality policies and assurance systems
18. Lean, Six Sigma and process improvement	Build a continuous improvement culture and select priorities
19. Supply chain risk and business continuity	Define risk appetite, resilience and continuity priorities
20. Sustainability and circular supply chains	Set environmental and circularity objectives
21. Ethics and responsible supply chains	Establish ethical sourcing and labor standards
22. Safety, security and regulatory compliance	Establish governance, safety and security policies
23. Cost management and supply chain finance	Evaluate investment, working capital and total cost trade-offs
24. Data analysis and business intelligence	Define information needs and data governance priorities
25. ERP and digital supply chain systems	Select digital capabilities and integration priorities
26. AI and emerging technologies	Evaluate technology opportunities, value and governance
27. Performance measurement and benchmarking	Define success measures and comparative performance goals
28. Project management	Select projects that support business priorities
29. Leadership, collaboration and communication	Build organizational alignment and external partnerships
30. Change management and workforce development	Establish future capabilities and organizational change priorities

Planning	Planning Horizon: 3 yrs Time Buckets: Months Units: Physical and Financial	Operational	Planning Horizon: 3 – 12 months, depending on product Time Buckets: Weeks, Days, Hours Units: Physical
Translate strategy into functional plans and targets		Apply priorities and procedures in daily work	
Evaluate capacity, locations and product flows		Coordinate movements across facilities and partners	
Develop forecasts and assess demand variability		Maintain demand data and monitor forecast exceptions	
Reconcile demand, supply, inventory and financial plans		Provide current information and execute agreed actions	
Plan materials, labor, equipment and external capacity		Monitor availability and address shortages	
Develop production plans, schedules and resource allocations		Execute work, monitor output and resolve disruptions	
Set replenishment parameters, safety stocks and inventory targets		Receive, issue, count and reconcile inventory	
Analyze expenditure, evaluate suppliers and plan purchasing		Process requisitions, purchase orders and delivery follow-up	
Set performance expectations and improvement plans		Monitor supplier performance and resolve supply issues	
Develop requirements, negotiation plans and contract terms		Administer contracts, track obligations and handle variations	
Plan delivery networks, resources and service levels		Coordinate dispatch, deliveries and distribution activities	
Plan layouts, storage, labor and handling capacity		Receive, put away, pick, pack and dispatch goods	
Plan routes, loads, freight budgets and carrier allocations		Book shipments, track deliveries and manage freight exceptions	
Plan shipping terms, documentation and cross-border movements		Prepare trade documents and coordinate customs clearance	
Plan voyages, port calls, cargo handling and vessel resources		Coordinate vessel activities, cargo movements and operational records	
Plan order fulfillment, service capacity and communication		Process orders, communicate proactively and resolve complaints	
Develop quality plans, standards and preventive controls		Inspect outputs, record defects and implement corrective actions	
Analyze processes and design improvement projects		Apply standard work, problem-solving and waste reduction methods	
Assess risks and develop contingency plans		Identify disruptions, escalate issues and execute recovery actions	
Plan resource efficiency, waste reduction and reverse logistics		Monitor resource use and manage returns, reuse and disposal	
Design supplier due diligence and monitoring processes		Identify concerns, maintain evidence and report exceptions	
Assess requirements and plan controls, training and audits		Follow procedures, maintain records and report incidents	
Develop budgets, cost models and financial targets		Track costs, verify charges and investigate variances	
Develop analytical models, dashboards and performance insights		Prepare data, maintain reports and interpret results	
Design workflows, master data and system requirements		Use ERP, WMS, TMS and related systems accurately	
Select use cases and plan implementation and validation		Use approved tools and check the accuracy of outputs	
Set KPIs, targets and review processes		Monitor results, investigate deviations and take action	
Define scope, schedules, resources, budgets and risks		Complete tasks, track progress and manage issues	
Coordinate functions, stakeholders and team responsibilities		Communicate clearly, work collaboratively and resolve conflicts	
Plan transitions, training and competency development		Adopt new practices, share knowledge and provide feedback	

Summary:
Turning Knowledge into Capability

The BRASI Supply Chain and Logistics Skills Matrix brings together the capabilities needed to guide, plan and operate today's supply chains. Its coverage extends beyond physical flows to include financial performance, technology, sustainability, responsible business practices, leadership and continuous improvement.

Professionals can use the framework to assess their current capabilities and explore their next development steps. Employers can use it to clarify role requirements, identify training priorities and strengthen coordination across functions. Educators and training partners can use it to connect learning with workplace needs.

Through practical training and continuing professional development, BRASI helps learners translate knowledge into workplace capability—supporting better decisions, stronger performance and career growth.



Build Your Skills. Strengthen Your Contribution. Advance Your Career.

Explore BRASI's training and professional development opportunities at www.brasi.org

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