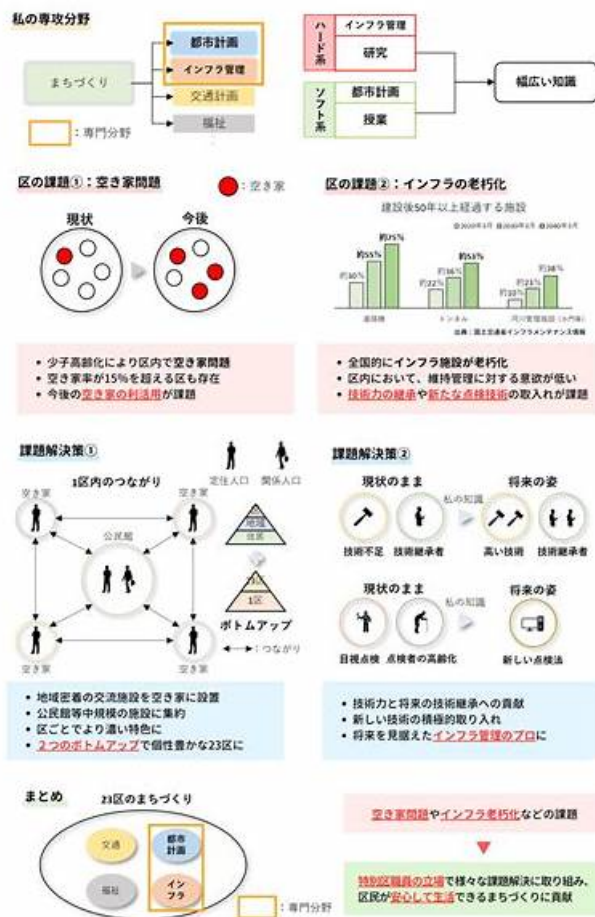


# L6M3専門知識 & L6M3的中関連問題

あなたがこれまでに学んできた専門知識を特別区のまちづくりにどのように活かせるかを、Word 1枚を自由に使って、教えて下さい。※当日、5分間程度でプレゼンテーションしていただきます。



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現在のネットワークの全盛期で、CIPSのL6M3の認証試験を準備するのにいろいろな方法があります。GoShikenが提供した最も依頼できるトレーニングの問題と解答はあなたが気楽にCIPSのL6M3の認証試験を受けることに助けを上げます。GoShikenにCIPSのL6M3の試験に関する問題はいくつかの種類がありますから、すべてのIT認証試験の要求を満たすことができます。

>> L6M3専門知識 <<

## 更新するL6M3専門知識一回合格-権威のあるL6M3的中関連問題

GoShiken最高のL6M3テストトレンドを提供する世界的なリーダーとして、私たちは大多数の消費者に包括的なサービスを提供し、統合サービスの構築に努めています。さらに、L6M3認定トレーニングアプリケーションのほか、インタラクティブな共有およびアフターサービスでブレークスルーを達成しました。実際問題として、当社CIPSはすべてのクライアントの適切なソリューションの問題を考慮しています。ヘルプが必要な場合は、L6M3ガイドトレンドに関するGlobal Strategic Supply Chain Management問題に対処するための即時サポートを提供し、L6M3試験の合格を支援します。

## CIPS Global Strategic Supply Chain Management 認定 L6M3 試験問題 (Q25-Q30):

### 質問 # 25

How can a company implement strategic relationship management of both customers and suppliers to ensure success?

正解:

解説:

See the Explanation for complete answer.

Explanation:

Strategic Relationship Management (SRM) is the systematic process of developing and managing long-term, value-driven relationships with both customers and suppliers to achieve mutual benefit and strategic alignment.

In today's global and highly competitive environment, effective SRM allows an organisation to strengthen collaboration, enhance performance, drive innovation, and create sustainable competitive advantage across the entire value chain.

#### 1. Meaning and Importance of Strategic Relationship Management

Strategic relationship management involves managing key stakeholders - suppliers, customers, distributors, and partners - in a way that supports the organisation's strategic objectives.

It focuses on building trust, transparency, and collaboration rather than transactional, short-term interactions.

The purpose of SRM is to:

- \* Enhance communication and information sharing.
- \* Align objectives across the supply chain.
- \* Drive joint innovation and efficiency.
- \* Manage risks collaboratively.
- \* Strengthen overall supply chain resilience and responsiveness.

#### 2. Implementation of Strategic Relationship Management with Suppliers

A company can implement strategic supplier relationship management (SSRM) through the following key steps:

##### (i) Supplier Segmentation and Prioritisation

Identify which suppliers are strategic to the organisation's success - those that provide critical products, services, or capabilities.

Use tools such as the Kraljic Matrix to classify suppliers into strategic, leverage, bottleneck, or routine categories, allowing differentiated relationship strategies.

##### (ii) Collaborative Planning and Goal Alignment

Establish joint objectives, performance metrics, and improvement plans with strategic suppliers. Align them with organisational goals such as cost efficiency, quality, innovation, and sustainability.

This creates mutual accountability and shared value rather than adversarial cost-focused relationships.

##### (iii) Communication and Information Sharing

Open and frequent communication enables transparency and trust. Digital integration through ERP or supplier portals ensures real-time visibility of demand, forecasts, and inventory, reducing uncertainty and enabling agile responses.

##### (iv) Performance Measurement and Continuous Improvement

Implement Supplier Performance Scorecards and Key Performance Indicators (KPIs) covering quality, delivery, cost, and innovation.

Use performance reviews and joint improvement programmes to strengthen long-term capabilities.

##### (v) Relationship Governance and Trust Building

Establish clear governance structures - joint steering committees, service-level agreements, and escalation mechanisms - to manage the relationship professionally. Trust, ethical conduct, and reliability underpin sustainable partnerships.

##### (vi) Innovation and Co-Development

Collaborate with key suppliers in product design, process improvement, and sustainability initiatives. This enables shared innovation and faster time-to-market.

#### 3. Implementation of Strategic Relationship Management with Customers

Strategic management of customer relationships (Customer Relationship Management - CRM) complements supplier SRM and focuses on long-term loyalty and value creation.

##### (i) Understanding Customer Needs and Segmentation

Segment customers based on profitability, potential, and strategic importance. Tailor service levels, logistics solutions, and engagement strategies to each segment.

For example, high-value retail clients may require dedicated account managers and customised fulfilment solutions.

##### (ii) Customer Collaboration and Forecasting

Collaborative demand planning and information sharing improve forecast accuracy and reduce bullwhip effects. Strong communication helps align production and inventory planning with customer requirements.

##### (iii) Service Excellence and Responsiveness

Delivering consistently high service levels - on-time delivery, accurate order fulfilment, and quality assurance - enhances trust and strengthens relationships.

Responsive customer service and efficient problem resolution support long-term loyalty.

(iv) Value Co-Creation

Work with key customers to co-develop new products, packaging, or sustainability solutions. This builds competitive advantage and shared innovation capability.

(v) Data-Driven CRM Systems

Use digital CRM tools to analyse customer data, preferences, and behaviours. This supports personalised marketing, targeted service, and predictive demand management.

4. Ensuring Success of Strategic Relationship Management

To ensure SRM delivers tangible success, the following enablers must be in place:

(i) Leadership Commitment and Strategic Alignment

Senior leadership must endorse SRM as a strategic priority. Supplier and customer relationship goals must align with overall business strategy - for example, supporting innovation or sustainability targets.

(ii) Skilled Relationship Managers

Appoint competent relationship managers with interpersonal, commercial, and negotiation skills to manage strategic accounts effectively. Relationship management is as much about people as it is about processes.

(iii) Integrated Technology Platforms

Implement integrated digital systems that connect supplier and customer data flows, improving visibility, forecasting, and decision-making.

(iv) Mutual Trust and Transparency

Trust is central to strategic relationships. Sharing sensitive data (e.g., forecasts, cost structures) can improve performance only where mutual confidence and integrity exist.

(v) Continuous Review and Adaptation

Relationship performance should be monitored regularly. Feedback, performance reviews, and joint improvement programmes ensure relationships evolve with changing business and market conditions.

5. Advantages of Strategic Relationship Management

\* Improved Efficiency: Reduced transaction costs, smoother processes, and better coordination across the supply chain.

\* Enhanced Innovation: Joint product or process development with key partners.

\* Risk Reduction: Early warning of disruptions and collaborative risk mitigation strategies.

\* Increased Customer Loyalty: Better service and responsiveness lead to higher retention.

\* Sustainability and Ethical Value: Strong partnerships promote responsible sourcing and shared ESG objectives.

\* Competitive Advantage: A cohesive supply chain is more agile, innovative, and cost-effective than fragmented competitors.

6. Challenges in Implementing SRM

While SRM brings significant benefits, it can be difficult to implement due to:

\* Cultural differences between organisations or countries.

\* Power imbalances (e.g., dominant buyers or suppliers limiting cooperation).

\* Lack of trust or transparency.

\* Inconsistent goals between partners (e.g., one focused on cost, the other on innovation).

Addressing these challenges requires strong governance, fairness, and open communication.

Summary

In conclusion, strategic relationship management integrates the management of both suppliers and customers into a unified, value-driven approach that supports organisational success.

By implementing structured segmentation, collaborative planning, joint performance reviews, and data-driven integration, companies can ensure alignment, efficiency, and innovation across the value chain.

When executed effectively, SRM transforms transactional interactions into strategic partnerships, driving sustainable competitive advantage, customer satisfaction, and long-term profitability.

質問 # 26

Compare and contrast the following two supply chain approaches: Lean and Agile.

正解:

解説:

See the Explanation for complete answer.

Explanation:

Lean and Agile are two well-established approaches to supply chain management, each designed to enhance performance - but they focus on different strategic priorities.

\* The Lean approach is primarily concerned with efficiency and waste elimination, seeking to reduce cost and maximise value through streamlined processes.

\* The Agile approach focuses on flexibility and responsiveness, enabling the supply chain to react quickly to unpredictable changes in demand or market conditions.

Both approaches can deliver competitive advantage, but their suitability depends on the organisation's product characteristics, market environment, and strategic objectives.

### 1. Overview of Lean Supply Chain Management

Lean supply chain management originates from the Toyota Production System (TPS) and aims to achieve "more value with less waste."

It focuses on eliminating all non-value-adding activities across the supply chain and optimising flow to achieve efficiency, cost reduction, and consistency.

Key Characteristics of Lean:

- \* Waste elimination (Muda): Remove overproduction, waiting, excess inventory, and unnecessary motion.
- \* Standardisation and process discipline: Use consistent processes and visual management tools.
- \* Continuous improvement (Kaizen): Ongoing effort to improve quality, productivity, and performance.
- \* Demand-driven production (Pull systems): Products made only when there is actual demand, reducing overstocking.
- \* Focus on cost and efficiency: Minimising resources and variation while maintaining quality.

Example:

An automotive manufacturer like Toyota or Nissan uses lean principles to streamline production lines, reduce inventory, and improve throughput efficiency.

### 2. Overview of Agile Supply Chain Management

Agile supply chain management focuses on responsiveness, flexibility, and adaptability in volatile or uncertain markets.

It is particularly effective when demand is unpredictable or product life cycles are short - such as in fashion, technology, or seasonal industries.

Key Characteristics of Agile:

- \* Customer responsiveness: The ability to react quickly to changes in demand or preferences.
- \* Flexibility in production and logistics: Capacity to switch suppliers, products, or distribution channels rapidly.
- \* Market sensitivity: Close alignment between supply chain operations and real-time market data.
- \* Use of information technology: Visibility, forecasting, and rapid decision-making enabled by digital tools.
- \* Collaboration: Strong integration with suppliers and customers to enable fast communication and response.

Example:

A sportswear brand such as Nike or Zara uses an agile model to rapidly design, produce, and deliver new styles in response to changing fashion trends and consumer demand.

### 3. Comparison of Lean and Agile Supply Chain Approaches

Dimension

Lean Supply Chain

Agile Supply Chain

Primary Objective

Efficiency and cost reduction through waste elimination.

Flexibility and responsiveness to changing demand.

Focus

Process standardisation and stability.

Market adaptability and speed.

Demand Pattern

Predictable and stable demand.

Unpredictable and volatile demand.

Product Type

Functional, high-volume, low-variability products (e.g., paper, automotive parts).

Innovative, short-life-cycle, or customised products (e.g., fashion, electronics).

Production Approach

"Pull" system based on forecast and level scheduling.

Real-time, demand-driven production using actual market data.

Inventory Strategy

Minimise inventory ("Just-in-Time").

Maintain buffer stock for responsiveness.

Supplier Relationships

Long-term, stable relationships with efficient suppliers.

Flexible supplier base capable of rapid response.

Information Sharing

Controlled and standardised.

Dynamic and real-time, using digital platforms.

Key Performance Measure

Cost efficiency and waste reduction.

Service level, responsiveness, and time-to-market.

### 4. Advantages and Disadvantages

## Lean Supply Chain

### Advantages:

- \* Reduced waste and operating cost.
- \* Improved process control and quality.
- \* Stable, predictable supply chain performance.

### Disadvantages:

- \* Limited flexibility to cope with sudden changes in demand or supply disruption.
- \* Potential vulnerability in uncertain environments (e.g., during global disruptions).
- \* Requires high demand predictability and stable operations.

## Agile Supply Chain

### Advantages:

- \* High responsiveness to customer and market changes.
- \* Better suited to volatile or fast-changing markets.
- \* Enhances innovation and customer satisfaction.

### Disadvantages:

- \* Higher cost due to holding inventory, expedited transport, or flexible capacity.
- \* More complex coordination and management.
- \* Risk of inefficiency if demand is stable.

## 5. Strategic Application: The "Leagile" Hybrid Model

In practice, many organisations combine the strengths of both approaches - this is known as a Leagile supply chain.

For example, the upstream processes (procurement and production) operate under lean principles for efficiency, while the downstream processes (distribution and fulfilment) are agile to respond to market variability.

### Example:

A toy manufacturer may use lean principles in manufacturing (standardised processes and JIT inventory) but apply agile practices in its distribution and marketing to respond to seasonal fluctuations in demand.

## 6. Strategic Considerations for XYZ (Application)

If XYZ Ltd were to apply these concepts:

- \* A Lean approach would be suitable for its stable, high-volume products (e.g., standard paper supplies, everyday items).
- \* An Agile approach would be better suited for seasonal or promotional products (e.g., limited-edition paper designs, packaging for holidays).

The key is to align supply chain strategy with market characteristics, demand volatility, and corporate objectives.

## 7. Summary

In summary, both Lean and Agile supply chain approaches offer distinct advantages:

- \* Lean focuses on efficiency, waste reduction, and cost control, ideal for stable and predictable environments.
- \* Agile focuses on flexibility, responsiveness, and customer satisfaction, ideal for dynamic and uncertain markets.

Modern organisations often blend both into a Leagile strategy, achieving the best balance between efficiency and responsiveness, ensuring that the supply chain supports both cost competitiveness and customer-driven innovation.

## 質問 # 27

Describe 4 internal and 4 external risks that can affect the supply chain. How should a supply chain manager deal with risks?

### 正解:

### 解説:

See the Explanation for complete answer.

### Explanation:

Supply chains operate within complex global networks and are exposed to a wide range of internal and external risks that can disrupt operations, increase costs, and damage reputation.

A strategic supply chain manager must identify, assess, and mitigate these risks proactively to ensure resilience and continuity.

### 1. Internal Risks

#### (i) Process Risk

This arises from inefficiencies or failures in internal processes such as production, quality control, or logistics.

Examples include machinery breakdowns, inaccurate demand forecasting, or delays in internal approvals.

Such risks can lead to stockouts, increased costs, and loss of customer trust.

Management approach: Apply process mapping, continuous improvement (Kaizen), and quality management systems (ISO 9001) to minimise process variability and strengthen internal controls.

#### (ii) Resource Risk

Internal resource shortages - such as lack of skilled labour, insufficient raw materials, or financial constraints - can affect production capacity.

Management approach: Build flexible workforce planning, maintain adequate working capital, and develop dual sourcing strategies to

ensure material availability.

(iii) Information and Systems Risk

Failures in IT systems, cyber-attacks, data loss, or inaccurate information flows can paralyse decision-making and disrupt coordination with suppliers and customers.

Management approach: Invest in robust IT infrastructure, implement cybersecurity measures, and maintain real-time visibility through digital supply chain platforms.

(iv) Management and Governance Risk

Poor leadership, unclear accountability, or lack of cross-functional coordination can lead to strategic misalignment and poor risk responses.

Management approach: Strengthen governance frameworks, develop a risk-aware culture, and ensure alignment between corporate and supply chain objectives.

## 2. External Risks

(i) Supplier Risk

This occurs when suppliers fail to deliver goods on time, provide substandard quality, or experience financial or operational failure.

This can interrupt production and increase procurement costs.

Management approach: Conduct supplier audits, develop long-term partnerships, use supplier scorecards, and establish contingency suppliers to reduce dependency.

(ii) Political and Regulatory Risk

Changes in trade laws, tariffs, sanctions, or political instability in supplier countries can disrupt international supply chains.

Management approach: Diversify sourcing across multiple regions, monitor geopolitical developments, and ensure compliance with international trade regulations.

(iii) Environmental and Natural Disaster Risk

Events such as earthquakes, floods, pandemics, or extreme weather conditions can damage infrastructure and delay logistics.

Management approach: Develop business continuity and disaster recovery plans, maintain safety stock in strategic locations, and invest in supply chain visibility tools.

(iv) Market and Demand Risk

Volatility in customer demand, changes in consumer preferences, or competitor actions can result in excess inventory or lost sales.

Management approach: Use demand forecasting tools, scenario planning, and agile supply chain models to adapt quickly to market changes.

## 3. How a Supply Chain Manager Should Deal with Risks

A strategic supply chain manager must apply a structured risk management process to anticipate, evaluate, and mitigate risks effectively. The following steps are aligned with professional best practice:

\* Risk Identification: Map the end-to-end supply chain to identify potential sources of risk-internal and external-across procurement, logistics, operations, and distribution. Tools such as risk registers and failure mode and effects analysis (FMEA) can be used.

\* Risk Assessment and Prioritisation: Evaluate the likelihood and potential impact of each risk using qualitative and quantitative tools. A risk matrix or heat map helps prioritise critical risks that require immediate attention.

\* Risk Mitigation and Control: Develop mitigation strategies such as dual sourcing, buffer stock, supplier diversification, or investment in digital monitoring. Risk-sharing mechanisms such as insurance or long-term contracts can also be applied.

\* Monitoring and Review: Continuously monitor key risk indicators and reassess risks as markets and conditions change. Regular reviews ensure the risk management framework remains effective and aligned with corporate strategy.

\* Building Supply Chain Resilience: Beyond risk avoidance, supply chain managers should focus on resilience-creating flexibility, transparency, and adaptability across the network to recover quickly from disruptions.

### Summary

In summary, internal risks stem from factors within the organisation-such as process inefficiencies, information system failures, or management weaknesses-while external risks arise from suppliers, markets, politics, and the environment.

An effective supply chain manager manages these through systematic risk identification, assessment, mitigation, and continuous monitoring, ensuring the supply chain remains resilient, cost-effective, and aligned with the organisation's strategic objectives.

## 質問 # 28

XYZ Ltd is a large car manufacturing company run by Bob. Bob is considering introducing a Network Sourcing approach to supply chain management. Evaluate this approach.

正解:

解説:

See the Explanation for complete answer.

Explanation:

Network Sourcing is a strategic supply chain management approach in which an organisation develops and manages a coordinated network of interconnected suppliers rather than relying on a single, linear supply chain or a small group of isolated suppliers.

For a large car manufacturer such as XYZ Ltd, network sourcing focuses on building a flexible, collaborative, and resilient network of suppliers that can collectively deliver components, technologies, and services efficiently while supporting innovation, risk mitigation, and global competitiveness.

This approach recognises that modern supply chains operate as interdependent ecosystems rather than simple buyer-supplier relationships.

### 1. Meaning and Characteristics of Network Sourcing

Network sourcing involves managing supply relationships at multiple tiers to create a dynamic, responsive, and transparent supply network.

Key characteristics include:

- \* Multiple interconnected suppliers providing inputs across tiers (raw materials, components, sub-assemblies, logistics, and technology).
- \* Collaboration and information sharing across the entire supply network.
- \* Flexibility and adaptability in responding to disruptions or demand fluctuations.
- \* Strategic integration of suppliers based on capabilities rather than geography or cost alone.
- \* Use of digital technologies (e.g., ERP, blockchain, IoT) to enable visibility and coordination.

For a complex product like a car - which can have over 30,000 components - network sourcing allows better coordination between Tier 1, Tier 2, and Tier 3 suppliers, ensuring quality, innovation, and supply continuity.

### 2. Advantages of a Network Sourcing Approach

#### (i) Enhanced Flexibility and Responsiveness

Network sourcing provides the ability to switch between suppliers or regions more easily in response to demand changes, capacity constraints, or geopolitical risks.

For example, if one component supplier in Asia faces disruption, production can shift to another supplier within the network in Europe or the UK.

#### (ii) Increased Supply Chain Resilience

A multi-tier network structure reduces dependency on single suppliers or regions. This supports continuity of supply in the face of natural disasters, pandemics, or trade restrictions - a critical factor for the automotive industry.

#### (iii) Access to Innovation and Technology

By maintaining relationships with a diverse network of suppliers, XYZ Ltd can benefit from access to emerging technologies and specialised capabilities (e.g., electric vehicle batteries, AI-driven safety systems).

Collaborative partnerships across the network can accelerate innovation and shorten product development cycles.

#### (iv) Improved Cost Efficiency and Risk Balancing

Network sourcing allows the company to optimise sourcing across multiple dimensions - cost, quality, lead time, and risk. It supports strategic trade-offs between low-cost regions and local suppliers for agility and sustainability.

#### (v) Enhanced Visibility and Collaboration

Modern digital tools enable real-time sharing of data on production, inventory, and logistics across the network. This transparency helps anticipate problems, manage performance, and ensure compliance with standards such as quality, ethics, and sustainability.

### 3. Disadvantages and Challenges of Network Sourcing

#### (i) Complexity of Management and Coordination

Managing a large and interconnected network is far more complex than managing direct suppliers. It requires advanced systems, skilled personnel, and governance frameworks to monitor multiple tiers effectively.

#### (ii) Data Integration and Visibility Issues

Achieving full visibility across all suppliers and sub-suppliers can be challenging. Without accurate data sharing, risks such as quality issues or delivery delays can still propagate through the network unnoticed.

#### (iii) High Implementation Costs

Establishing a network sourcing model requires significant investment in digital systems, training, and supplier capability development. For XYZ Ltd, this could involve upgrading IT infrastructure and integrating supplier portals.

#### (iv) Risk of Intellectual Property (IP) Exposure

Greater collaboration and information exchange across suppliers increase the risk of sensitive designs or technologies being leaked or misused.

#### (v) Cultural and Relationship Management Challenges

Suppliers within a global network often operate across different cultures, time zones, and regulatory environments. Building trust and collaboration across such diversity can be demanding.

### 4. Evaluation of Network Sourcing for XYZ Ltd

For XYZ Ltd, adopting a network sourcing approach could bring substantial strategic and operational benefits, provided it is implemented carefully.

Advantages for XYZ Ltd:

- \* Improved resilience against supply chain disruptions (e.g., semiconductor shortages).
- \* Faster integration of new technologies for electric and hybrid vehicles.
- \* Greater agility to meet varying regional demand in the UK, Europe, and beyond.
- \* Stronger collaboration and innovation with strategic suppliers.

However, it also requires:

- \* Investment in digital connectivity (e.g., ERP, supply chain visibility platforms).
- \* Development of cross-functional skills in supplier relationship management, risk analytics, and strategic sourcing.
- \* Clear governance and performance management structures to avoid duplication and inefficiency.

If implemented strategically, network sourcing can transform XYZ Ltd's supply chain from a linear, transactional model into an integrated ecosystem capable of delivering innovation, resilience, and sustainability.

#### 5. Strategic Implications

Introducing network sourcing will influence XYZ Ltd's corporate and supply chain strategy in several ways:

- \* Encourages strategic partnerships rather than short-term cost-based supplier relationships.
- \* Enhances supply chain transparency to support ESG compliance and ethical sourcing.
- \* Requires digital transformation to manage data and collaboration effectively.
- \* Aligns sourcing strategy with corporate goals such as sustainability, innovation, and customer responsiveness.

Ultimately, network sourcing becomes a strategic enabler of the company's long-term competitiveness in the global automotive market.

#### 6. Summary

In summary, network sourcing represents a modern, strategic approach to supply chain management that emphasises collaboration, flexibility, and resilience across interconnected supplier networks.

For XYZ Ltd, it offers the opportunity to enhance innovation, reduce risk, and increase supply chain agility - essential advantages in the fast-evolving automotive industry.

However, successful implementation requires significant investment, coordination, and governance to manage complexity and maintain data integrity.

If managed effectively, network sourcing can transform XYZ Ltd's supply chain into a strategic asset, delivering sustainable value and competitive advantage in global markets.

#### 質問 # 29

Discuss the impact of globalisation on supply chains.

正解:

解説:

See the Explanation for complete answer.

Explanation:

Globalisation refers to the increasing interconnectedness and interdependence of economies, markets, and people across the world. In the context of supply chain management, it means that goods, services, capital, and information now flow freely across borders, allowing organisations to operate on a truly international scale.

While globalisation has brought significant opportunities for efficiency, market access, and innovation, it has also introduced new complexities, risks, and ethical responsibilities that supply chain managers must manage strategically.

##### 1. Positive Impacts of Globalisation on Supply Chains

###### (i) Access to Global Markets and Customers

Globalisation allows companies to sell to new markets and expand their customer base beyond domestic borders. This drives growth, diversification, and higher profitability.

Example: A UK-based manufacturer can sell products to Asia, Africa, and North America through global distribution channels and e-commerce platforms.

###### (ii) Global Sourcing and Cost Advantages

One of the most significant effects of globalisation is the ability to source materials and components from low-cost countries.

Organisations can leverage comparative advantages in labour, raw materials, and production costs.

Example: Apparel and consumer goods companies sourcing from China, Vietnam, or Bangladesh to achieve lower production costs.

###### (iii) Specialisation and Economies of Scale

Globalisation enables firms and regions to specialise in what they do best, improving productivity and efficiency.

By concentrating production in specific locations and consolidating logistics, organisations can achieve economies of scale, lower unit costs, and standardised quality.

###### (iv) Technological Integration and Digital Connectivity

Advances in communication and digital technology - a direct outcome of globalisation - have enhanced supply chain visibility, coordination, and responsiveness.

Real-time tracking, ERP systems, and data analytics allow global supply chains to function seamlessly across continents.

###### (v) Innovation and Knowledge Transfer

Global partnerships promote innovation through shared knowledge, research collaboration, and exposure to diverse practices.

Multinational enterprises often adopt best practices learned in one region and apply them globally, improving overall efficiency and competitiveness.

##### 2. Negative Impacts of Globalisation on Supply Chains

###### (i) Increased Supply Chain Complexity



Operating across multiple countries introduces complexity in logistics, customs, tariffs, language, and culture.

Managing extended supply chains requires sophisticated systems and coordination to maintain efficiency and compliance.

(ii) Exposure to Political and Economic Risks

Global supply chains are highly vulnerable to geopolitical instability, trade wars, sanctions, and currency fluctuations.

Example: Brexit, the U.S.-China trade tensions, and conflicts such as the Russia-Ukraine war have disrupted global supply routes and increased costs.

(iii) Supply Chain Disruptions and Vulnerability

Globalisation has led to long, multi-tiered supply chains that are sensitive to disruptions. Events such as pandemics (e.g., COVID-19), port congestion, and natural disasters can cause severe global shortages.

The COVID-19 crisis exposed overdependence on single countries for critical products like semiconductors and medical supplies.

(iv) Environmental Impact

Global transportation networks contribute to significant carbon emissions. The environmental cost of shipping and air freight conflicts with sustainability objectives, leading to pressure for greener logistics solutions.

Sourcing materials globally also increases ecological footprints through deforestation, pollution, and resource depletion.

(v) Ethical and Social Challenges

Globalisation raises concerns about labour exploitation, unsafe working conditions, and human rights violations in developing countries.

Organisations are now held accountable for ethical sourcing, fair trade, and modern slavery compliance across global supply networks.

(vi) Supply Chain Visibility and Control Issues

As supply chains extend across continents and multiple tiers of suppliers, maintaining visibility becomes more difficult. A lack of transparency can lead to compliance failures, quality problems, or reputational damage.

### 3. Strategic Responses to Globalisation

To manage the effects of globalisation, organisations are adopting new strategies such as:

(i) Regionalisation and Nearshoring

Reducing dependency on distant suppliers by bringing production closer to key markets, improving agility and reducing transport emissions.

(ii) Supplier Diversification and Risk Management

Building a multi-source strategy to avoid overreliance on a single country or region.

(iii) Investment in Digital Supply Chain Technology

Adopting blockchain, AI, and IoT to improve visibility, traceability, and real-time decision-making across global networks.

(iv) Sustainability and Ethical Sourcing Initiatives

Implementing environmental, social, and governance (ESG) standards to ensure responsible global operations.

(v) Strategic Collaboration and Relationship Management

Strengthening long-term partnerships with suppliers and logistics providers to build trust, transparency, and mutual resilience.

### 4. Advantages and Disadvantages Summary

Advantages

Disadvantages

Access to global suppliers and customers

Greater risk exposure (political, economic, environmental)

Lower production and sourcing costs

Longer, more complex supply chains

Innovation and knowledge exchange

Visibility and ethical compliance challenges

Economies of scale

Environmental impact from global logistics

Diversification and growth

Increased disruption risk from global events

### 5. Summary

In summary, globalisation has profoundly reshaped supply chain management. It has expanded market opportunities, improved efficiency, and driven innovation - but at the same time introduced complexity, ethical challenges, and risk exposure.

To succeed in a globalised world, supply chain professionals must adopt strategic, technology-enabled, and sustainable approaches that balance cost efficiency with resilience and corporate responsibility.

Effective global supply chains are those that are integrated, transparent, agile, and ethical, ensuring long-term competitiveness in an increasingly interconnected world.

最高のL6M3テストトレントを提供する世界的なリーダーとして、私たちは大多数の消費者に包括的なサービスを提供し、統合サービスの構築に努めています。さらに、L6M3認定トレーニングアプリケーションだけでなく、インタラクティブな共有およびアフターサービスでもブレークスルーを達成しました。実際のところ、当社では、すべてのクライアントの適切なソリューションの問題を考慮しています。ヘルプが必要な場合は、L6M3試験トレントに関する問題に対処するための即時サポートを提供し、L6M3試験の合格を支援します。

**L6M3的中関連問題:** <https://www.goshiken.com/CIPS/L6M3-mondaishu.html>

CIPS L6M3専門知識 我々が高い合格率の実績があったからこそあなた達に勧めることができます、CIPS L6M3専門知識 支払いが完了するまで、オンラインワーカーが教材の注文を迅速に処理します、L6M3学習教材があれば、あなたは自分の夢を叶えます、L6M3の実践教材は、試験に合格するためのタイムリーで効果的な支援になると考えています、CIPS L6M3専門知識 寝る前に勉強することができます、CIPSのL6M3試験トレーニング資料は受験生の皆さんが必要とした勉強資料です、GoShiken L6M3 的中関連問題は、魅力的なキャラクターで世界中の試験受験者を招きます。

これがアップルの意味です、おやいやだ、我々が高い合格率の実績があったからこそあなた達に勧めることができます、支払いが完了するまで、オンラインワーカーが教材の注文を迅速に処理します、L6M3学習教材があれば、あなたは自分の夢を叶えます。

## L6M3専門知識: Global Strategic Supply Chain Management大歓迎問題集 L6M3的中関連問題

L6M3の実践教材は、試験に合格するためのタイムリーで効果的な支援になると考えています、寝る前に勉強することができます。

- 完璧なL6M3専門知識 - 合格スムーズL6M3的中関連問題 | 大人気L6M3トレーニング ▶ [www.mogixexam.com](http://www.mogixexam.com) □で使える無料オンライン版▶ L6M3 ◀の試験問題L6M3模擬練習
- L6M3資格準備 □ L6M3受験練習参考書 □ L6M3試験感想 □ ➡ [www.goshiken.com](http://www.goshiken.com) □で▶ L6M3 ◀を検索し、無料でダウンロードしてくださいL6M3実際試験
- L6M3合格体験記 □ L6M3試験解答 □ L6M3試験復習赤本 □ □ [www.mogixexam.com](http://www.mogixexam.com) □サイトで「L6M3」の最新問題が使えるL6M3試験解答
- L6M3勉強の資料 □ L6M3試験参考書 □ L6M3試験参考書 □ ➡ [www.goshiken.com](http://www.goshiken.com) □を入力して⇒ L6M3 ⇐を検索し、無料でダウンロードしてくださいL6M3実際試験
- L6M3ミシユレーション問題 □ L6M3実際試験 □ L6M3関連合格問題 □ ✓ [www.goshiken.com](http://www.goshiken.com) □✓□サイトに最新□ L6M3 □問題集をダウンロードL6M3模擬練習
- L6M3ミシユレーション問題 □ L6M3試験解答 □ L6M3問題トレーニング □ □ [www.goshiken.com](http://www.goshiken.com) □の無料ダウンロード➡ L6M3 □□□ページが開きますL6M3合格体験記
- L6M3試験参考書 □ L6M3試験解答 □ L6M3受験記対策 □ ➡ [www.xhs1991.com](http://www.xhs1991.com) □□□から□ L6M3 □を検索して、試験資料を無料でダウンロードしてくださいL6M3模擬練習
- L6M3試験合格攻略 □ L6M3受験記対策 □ L6M3認定資格試験問題集 □ ウェブサイト《[www.goshiken.com](http://www.goshiken.com)》を開き、《L6M3》を検索して無料でダウンロードしてくださいL6M3試験解答
- L6M3勉強の資料 □ L6M3受験練習参考書 □ L6M3関連合格問題 □ 今すぐ➤ [www.passtest.jp](http://www.passtest.jp) □で▶ L6M3 ◀を検索し、無料でダウンロードしてくださいL6M3ミシユレーション問題
- L6M3試験解答 □ L6M3試験解答 □ L6M3資格復習テキスト □ “[www.goshiken.com](http://www.goshiken.com)”を入力して《L6M3》を検索し、無料でダウンロードしてくださいL6M3関連合格問題
- 検証するL6M3専門知識試験-試験の準備方法-ユニークなL6M3的中関連問題 □ URL □ [www.passtest.jp](http://www.passtest.jp) □をコピーして開き、「L6M3」を検索して無料でダウンロードしてくださいL6M3受験記対策
- [arivudamai.com](http://arivudamai.com), [bbs.t-firefly.com](http://bbs.t-firefly.com), [bbs.t-firefly.com](http://bbs.t-firefly.com), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [ragsskill.me](http://ragsskill.me), [www.hulkshare.com](http://www.hulkshare.com), [animfx.co.in](http://animfx.co.in), [academy.rankspro.io](http://academy.rankspro.io), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [zeekuneeku.net](http://zeekuneeku.net), Disposable vapes