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CIPS L6M3 Exam Syllabus Topics:

Topic	Details
Topic 1	• Understand how strategic supply chain management can support corporate business strategy: This section of the exam measures the skills of Supply Chain Managers and covers how strategic supply chain management aligns with corporate and business strategies. It examines the relationship between supply chain operations and corporate objectives, focusing on how supply chain decisions affect profitability, performance, and risk. Candidates are also evaluated on their ability to create competitive advantages through cost efficiency, outsourcing, and global sourcing strategies while assessing how changes in markets, technologies, and global conditions impact supply chain performance and sustainability.

Topic 2	• Understand and apply techniques to achieve effective strategic supply chain management: This section of the exam measures the skills of Procurement Specialists and covers collaborative and data-driven methods for managing supply chains. It explores the evolution from transactional approaches to collaborative frameworks like PADI and the use of shared services. Candidates are tested on stakeholder communication, resource planning, and managing change effectively. The section also includes performance measurement through KPIs, balanced scorecards, and surveys, as well as methods for developing skills, knowledge management, and continuous improvement within supply chain teams and supplier networks.
Topic 3	• Understand and apply methods to measure, improve and optimise supply chain performance: This section of the exam measures the skills of Logistics Directors and focuses on tools and methods to evaluate and enhance supply chain performance. It emphasizes the link between supply chain operations and corporate success, with particular attention to value creation, reporting, and demand alignment. The section also assesses the use of KPIs, benchmarking, technology, and systems integration for measuring and optimizing supply chain performance. Candidates are required to understand models for network optimization, risk management, and collaboration methods such as CPFR and BPR. It concludes with assessing tools that achieve strategic fit between supply chain design and business strategy, as well as identifying challenges like globalization, technological changes, and sustainability pressures in maintaining long-term alignment.
Topic 4	• Understand and apply supply chain design tools and techniques. This section of the exam measures the skills of Operations Analysts and focuses on using supply chain design principles to achieve efficiency and responsiveness. It includes segmentation of customers and suppliers, management of product and service mixes, and tiered supply chain strategies. The section assesses understanding of network design, value chains, logistics, and reverse logistics. Candidates are expected to evaluate distribution systems, physical network configuration, and transportation management while comparing lean and agile supply chain models to improve demand planning, forecasting, and responsiveness using technology.

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CIPS Global Strategic Supply Chain Management Sample Questions (Q33-Q38):

NEW QUESTION # 33
Discuss THREE challenges facing global supply chain management today.

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
In an increasingly interconnected and volatile global economy,supply chain management (SCM)has become more complex and risk-prone than ever before.
Global supply chains span multiple countries, time zones, and regulatory environments, making them highly susceptible toeconomic shocks, geopolitical tensions, environmental disruptions, and technological changes.
Today's supply chain leaders must manage not only cost and efficiency but alsoresilience, sustainability, and agility.
Three of the most pressing challenges currently facing global supply chains are:
* Supply chain disruption and geopolitical instability,
* Sustainability and ethical compliance, and
* Digital transformation and data management.
1. Challenge One: Supply Chain Disruption and Geopolitical Instability
Description:
Global supply chains operate across multiple countries, each with unique risks such as political instability, trade restrictions, or

transport bottlenecks.
Recent years have seen an increase in disruptions - from pandemics (COVID-19) and wars (e.g., Russia- Ukraine conflict) to natural disasters and shipping crises - exposing the fragility of global logistics networks.
Key Causes of Disruption:
* Geopolitical conflicts:Trade sanctions, tariffs, and embargoes affect material flows.
* Pandemics and global crises:Cause border closures, labour shortages, and port congestion.
* Transport disruptions:Events like theSuez Canal blockage (2021)halted $9 billion in trade per day.
* Supply shortages:Scarcity of critical materials (e.g., semiconductors, energy, raw inputs).
Impact on Global Supply Chains:
* Extended lead times and stockouts.
* Increased logistics costs due to route diversions and fuel price volatility.
* Reduced customer service levels and brand reliability.
* Shift towardnearshoring and regionalisationto reduce dependency on distant suppliers.
Strategic Response:
Supply chain managers must focus onresilience and risk mitigation, including:
* Diversifying suppliersacross regions.
* Building strategic inventory buffersfor critical inputs.
* Usingsupply chain mappingto identify vulnerabilities.
* Establishingcontingency and scenario planning frameworks.
Example:
Following semiconductor shortages, major car manufacturers likeToyotaandFordbegan developing multiple sourcing strategies and investing in local production capacity.
2. Challenge Two: Sustainability and Ethical Compliance
Description:
Sustainability has become astrategic and regulatory imperativein global supply chain management.
Consumers, investors, and governments are increasingly demanding transparency, ethical sourcing, and carbon reduction from organisations.
Managing sustainability across a complex global supply chain - involving multiple tiers of suppliers - is a significant challenge.
Key Issues:
* Environmental sustainability:Pressure to reduce carbon emissions, waste, and resource consumption.
* Ethical sourcing:Ensuring fair labour practices, human rights protection, and supplier compliance.
* Regulatory requirements:Adhering to ESG reporting, modern slavery laws, and environmental regulations (e.g., EU Green Deal, UK Modern Slavery Act).
Impact on Global Supply Chains:
* Rising compliance and auditing costs.
* Increased scrutiny from consumers and NGOs.
* Difficulty ensuring visibility and traceability beyond Tier 1 suppliers.
* Potential reputational damage from unethical supplier behaviour.
Strategic Response:
Supply chain managers must embed sustainability intocore strategythrough:
* Supplier codes of conductand regular audits.
* Sustainable procurement policies(e.g., prioritising eco-certified materials).
* Lifecycle thinking- adopting circular economy practices such as reuse, recycling, and remanufacturing.
* Technology adoptionfor traceability - such as blockchain for product provenance and carbon tracking.
Example:
Companies likeUnileverandPatagoniahave made sustainability a competitive advantage by enforcing ethical sourcing and publishing transparent supplier sustainability reports.
3. Challenge Three: Digital Transformation and Data Management
Description:
Digitalisation has revolutionised supply chain management - enabling real-time visibility, predictive analytics, and automation.
However, many organisations struggle to integrate digital technologies effectively, manage large volumes of data, and bridge skill gaps in digital literacy.
Key Digital Challenges:
* System integration:Difficulty linking ERP, logistics, and supplier systems across global networks.
* Data accuracy and visibility:Inconsistent or incomplete data across supply chain tiers.
* Cybersecurity risks:Increased vulnerability to data breaches and cyberattacks.
* Technology investment:High cost of implementing AI, IoT, blockchain, and robotics technologies.
* Change management:Resistance among employees and partners to adopt new systems.
Impact on Global Supply Chains:
* Lack of real-time visibility hinders agility and decision-making.
* Inefficient coordination across international partners.

* Risk of operational downtime or reputational loss due to data breaches.
* Delays in achieving digital maturity compared to competitors.
Strategic Response:
To manage digital challenges, supply chain leaders should:
* Develop adigital transformation roadmapaligned with business strategy.
* Invest inintegrated systemssuch as ERP and cloud-based analytics platforms.
* UseAI and predictive analyticsfor demand forecasting and risk management.
* Strengthencybersecurity policiesand data governance frameworks.
* Upskill employees in digital competencies.
Example:
AmazonandMaerskhave leveraged big data, IoT, and AI to improve visibility, automate logistics, and optimise delivery routes globally - reducing costs while enhancing responsiveness.
4. Summary of Challenges
Challenge
Key Risks
Strategic Response
Disruption & Geopolitical Instability
Supply interruptions, cost volatility, delays
Diversify suppliers, regionalise operations, risk management
Sustainability & Ethics
Compliance failures, reputational damage
Audits, supplier codes of conduct, circular economy, traceability
Digital Transformation & Data Management
Integration issues, cybersecurity threats, data inaccuracy
ERP systems, AI, data governance, workforce training
5. Strategic Implications
These three challenges are interconnected.
For example, digital transformation supports sustainability by enabling traceability, while resilience to geopolitical disruption requires both technological visibility and ethical supplier networks.
A successful global supply chain manager must therefore:
* Buildresilient, transparent, and technology-enabled networks,
* Balanceefficiency with agility, and
* Integratesustainability into strategic and operational decision-making.
6. Summary
In summary, global supply chains today face increasing complexity due todisruption, sustainability pressures, and digital transformation demands.
To remain competitive, organisations must shift from traditional cost-focused models tostrategic, data- driven, and ethically responsible supply chain practices.
By diversifying supplier bases, embedding sustainability, and leveraging digital innovation, global supply chain managers can createresilient, adaptable, and future-ready supply chainscapable of withstanding today's volatile and uncertain global environment.

NEW QUESTION # 34
Compare and contrast the following two supply chain approaches: Lean and Agile.

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
LeanandAgileare two well-established approaches to supply chain management, each designed to enhance performance - but they focus ondifferent strategic priorities.
* TheLeanapproach is primarily concerned withefficiency and waste elimination, seeking to reduce cost and maximise value through streamlined processes.
* TheAgileapproach focuses onflexibility 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 managementoriginates from theToyota 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 managementfocuses onresponsiveness, flexibility, and adaptabilityin 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 aLeagile 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:
* ALean approachwould be suitable for itsstable, high-volume products(e.g., standard paper supplies, everyday items).
* AnAgile approachwould be better suited forseasonal or promotional products(e.g., limited-edition paper designs, packaging for holidays).
The key is to align supply chain strategy withmarket characteristics, demand volatility, and corporate objectives.
7. Summary
In summary, bothLeanandAgilesupply chain approaches offer distinct advantages:
* Leanfocuses onefficiency, waste reduction, and cost control, ideal for stable and predictable environments.
* Agilefocuses onflexibility, responsiveness, and customer satisfaction, ideal for dynamic and uncertain markets.
Modern organisations often blend both into aLeagile strategy, achieving the best balance betweenefficiency and responsiveness, ensuring that the supply chain supports both cost competitiveness and customer-driven innovation.

NEW QUESTION # 35
What is Enterprise Profit Optimisation? What are the advantages and disadvantages of using this?

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
Enterprise Profit Optimisation (EPO)is astrategic management approachthat focuses on maximising overall organisational profitability by optimising all interdependent functions across the enterprise - including procurement, supply chain, production, marketing, and finance - rather than focusing on isolated departmental performance.
It seeks to createtotal business valueby aligning every decision and resource allocation with the goal of improvingenterprise-wide profitrather than short-term cost reduction or functional efficiency.
In essence, EPO enables an organisation to make integrated decisions that balance cost, revenue, risk, and service levels across the entire value chain.
1. Definition and Concept
EPO extends traditional profit management beyond the boundaries of individual departments.
It involves:
* Holistic decision-making:Considering how procurement, manufacturing, logistics, and sales collectively affect total profit.
* Use of advanced analytics:Employing data-driven modelling to evaluate trade-offs between cost, price, service, and risk.
* Cross-functional collaboration:Breaking down silos to ensure decisions are aligned with enterprise objectives.
* Dynamic optimisation:Continuously adjusting operations in response to changing market, cost, and demand conditions.
For example, in a manufacturing company, procurement may identify cheaper materials; however, if these materials reduce product quality and affect sales, total profit declines. EPO ensures such decisions are evaluated from a total-enterprise perspective rather than a single functional viewpoint.
2. Advantages of Enterprise Profit Optimisation
(i) Enhanced Total Profitability

By integrating decisions across all business functions, EPO maximises enterprise-level profit rather than sub- optimising within departments. For instance, supply chain cost savings are weighed against revenue impacts, ensuring the most profitable overall outcome.
(ii) Improved Strategic Alignment
EPO aligns functional goals with corporate strategy. Departments work collaboratively toward shared profitability objectives rather than conflicting individual KPIs (e.g., procurement focusing only on cost- cutting while sales focus on revenue growth).
(iii) Data-Driven Decision Making
Through advanced analytics, simulation, and predictive modelling, EPO provides better insight into the financial implications of supply chain and operational decisions. This supports evidence-based, strategic decisions across the enterprise.
(iv) Greater Responsiveness and Agility
EPO enables rapid, informed responses to market fluctuations, demand changes, or cost variations. Decisions can be adjusted dynamically to maintain profitability in volatile environments.
(v) Cross-Functional Collaboration and Efficiency
By breaking down silos, EPO encourages joint decision-making across procurement, production, logistics, and sales. This leads to improved communication, efficiency, and shared accountability.
(vi) Competitive Advantage
Organisations implementing EPO effectively can outperform competitors by optimising total value, reducing waste, and balancing customer satisfaction with profitability.
3. Disadvantages and Challenges of Enterprise Profit Optimisation
(i) Complexity of Implementation
EPO requires advanced analytical tools, integrated data systems, and strong cross-functional collaboration.
For large, global organisations, implementing such integration can be resource-intensive and complex.
(ii) High Cost of Technology and Data Infrastructure
Effective EPO depends on real-time data and sophisticated modelling systems, which require significant investment in IT infrastructure, software, and skilled personnel.
(iii) Cultural and Organisational Resistance
Departments accustomed to working independently may resist change. Moving from functional metrics (like cost reduction) to enterprise-wide profit measures can encounter internal opposition.
(iv) Risk of Over-Reliance on Quantitative Models
EPO often relies heavily on data analytics. However, models may not capture qualitative factors such as supplier relationships, brand perception, or innovation potential, leading to potentially suboptimal decisions if used in isolation.
(v) Data Quality and Integration Issues
For EPO to be effective, accurate and consistent data must flow seamlessly across departments and systems.
Poor data integrity or fragmented systems can undermine the accuracy of profit optimisation analysis.
4. Strategic Implications
At a strategic level, Enterprise Profit Optimisation shifts the focus of supply chain and procurement functions fromcost savingstovalue creation. It encourages holistic trade-off decisions that consider revenue growth, customer satisfaction, and risk mitigation.
For multinational organisations, it enables decision-making that balances global efficiency with local responsiveness - ensuring sustainable profitability across the enterprise.
Summary
In summary,Enterprise Profit Optimisationis a strategic framework that maximises organisational profitability through integrated, data-driven decision-making across all functions.
Itsadvantagesinclude greater total profitability, alignment with corporate strategy, and enhanced agility, while itsdisadvantagesrelate to complexity, high implementation costs, and cultural resistance.
When implemented effectively, EPO transforms the supply chain from a cost centre into astrategic profit generator, driving sustainable competitive advantage for the organisation.

NEW QUESTION # 36
Joe is the Supply Chain Manager at XYZ Ltd - a multi-national toy manufacturing company with a global supply chain. He has been asked to provide a report to senior management about the performance of the supply chain. Discuss THREE challenges Joe may face in collecting and reporting data to senior management and describe the characteristics of good reporting Joe should have.

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
In a global supply chain environment, accurate and timely data reporting is essential forperformance management, decision-making, and strategic planning.

For Joe, the Supply Chain Manager at XYZ Ltd, the task of preparing a performance report for senior management will involve collecting, analysing, and presenting data from multiple sources - including suppliers, manufacturing sites, logistics partners, and distribution networks.
However, the process presents several challenges related todata quality, system integration, and communication, which must be managed effectively to produce accurate and meaningful reports.
1. Challenges in Collecting and Reporting Supply Chain Data
(i) Data Quality and Consistency Issues
Description:
In a global organisation like XYZ Ltd, data may come from multiple sites and systems, each using different formats, units of measurement, or performance definitions.
This inconsistency can lead toerrors, duplication, and misinterpretationwhen compiling reports.
Example:
One regional supplier might record delivery times in calendar days, while another uses working days, causing reporting inconsistencies.
Impact:
* Inaccurate KPIs and misleading performance insights.
* Loss of credibility with senior management.
* Poor decision-making based on flawed data.
Possible Solutions:
* Implement aMaster Data Management (MDM)system to standardise data definitions across the company.
* Establishdata validation processesand governance policies to ensure accuracy.
* Use a centralised reporting platform to consolidate data automatically.
(ii) System Integration and Technological Complexity
Description:
XYZ Ltd may operate multiple ERP, procurement, and logistics systems across different countries or business units.
A lack of integration between these systems can make it difficult for Joe tocollect and consolidate data efficiently.
Example:
Production data may be stored in SAP, supplier information in Oracle, and logistics data in a third-party system - requiring manual consolidation.
Impact:
* Increased time and cost in preparing reports.
* Higher risk of data errors or delays.
* Limited real-time visibility of performance metrics.
Possible Solutions:
* Invest inintegrated ERP or data analytics platformsthat connect all supply chain functions.
* Usecloud-based dashboardsor business intelligence (BI) tools (e.g., Power BI, Tableau).
* Automate data extraction and reporting to reduce manual effort.
(iii) Lack of Alignment and Understanding Between Departments
Description:
Different departments or regions may haveconflicting performance prioritiesor interpret KPIs differently.
For example, procurement may focus on cost savings, while logistics prioritises on-time delivery, leading to difficulties in aligning metrics.
Example:
Procurement negotiates cheaper suppliers with longer lead times, negatively impacting logistics KPIs like customer service levels.
Impact:
* Misalignment of objectives and inconsistent data reporting.
* Difficulty communicating performance trends to senior management.
* Potential internal conflict over data interpretation.
Possible Solutions:
* Align departmental KPIs with overallcorporate objectivesusing frameworks such as theBalanced ScorecardorSCOR Model.
* Establish across-functional reporting committeeto agree on KPI definitions and performance standards.
* Providetrainingto ensure staff understand how data contributes to strategic goals.
2. Characteristics of Good Supply Chain Reporting
For Joe's report to be effective and useful for senior management decision-making, it should demonstrate the following key characteristics:
(i) Accuracy and Reliability
Data must be correct, verified, and consistent across all sources. Inaccurate reporting can lead to poor decisions, damaged credibility, and loss of stakeholder trust.
Joe should validate data through automated checks and ensure all calculations and metrics align with corporate definitions.
(ii) Clarity and Simplicity
Reports should beclear, concise, and easy to interpret.

Senior managers may not have time for complex data analysis, so visual aids such asgraphs, dashboards, and scorecardsshould be used to present key information at a glance.
Example:
Using traffic light indicators (red/amber/green) to show supply chain performance against targets.
(iii) Relevance and Strategic Focus
Reports should focus onstrategic KPIsthat align with business objectives - not just operational detail.
Joe should select metrics such as:
* On-Time, In-Full (OTIF) delivery.
* Inventory turnover ratio.
* Supplier performance.
* Supply chain cost as a percentage of sales.
* Carbon footprint (for sustainability goals).
Irrelevant or excessive data can overwhelm management and obscure key insights.
(iv) Timeliness and Consistency
Data must be up to date and provided on a consistent schedule.
Delayed reports reduce the ability of senior management to make timely decisions, especially in fast-moving industries like toy manufacturing.
Example:
Monthly KPI dashboards delivered within five working days of month-end.
(v) Objectivity and Transparency
Reporting should be factual, unbiased, and supported by evidence.
Joe must ensure that performance data is transparent and open to verification, avoiding manipulation to present favourable results.
(vi) Actionability
Good reporting should not only describe performance but alsoprovide insight and recommendationsfor improvement.
Each KPI should include an analysis of causes, trends, and potential corrective actions.
Example:
If OTIF delivery drops below target, Joe should explain the root cause (e.g., supplier delays) and propose mitigation measures (e.g., dual sourcing, improved forecasting).
3. How Joe Can Ensure Effective Data Collection and Reporting
To produce high-quality reports, Joe should:
* Establishstandardised KPI definitionsacross all supply chain functions.
* Useautomated and integrated systemsfor data collection and analysis.
* Engagecross-functional teamsto ensure buy-in and accuracy.
* Review and validate data before submission.
* Present findings visually, focusing oninsight, not just information.
By doing so, Joe's reporting will help senior managementmonitor performance, identify risks, and make informed strategic decisions.
4. Strategic Value of Effective Reporting
Accurate and insightful reporting enables:
* Performance visibilityacross the global supply chain.
* Evidence-based decision-makingfor resource allocation and risk management.
* Alignment of operational activitieswith corporate strategy.
* Continuous improvementthrough trend analysis and benchmarking.
For XYZ Ltd, this ensures the supply chain supports its key strategic goals - such as cost efficiency, customer service excellence, and sustainability.
5. Summary
In summary, Joe may face significant challenges in collecting and reporting supply chain data, includingdata quality issues, system integration difficulties, and misaligned KPIsacross departments.
To overcome these challenges, he must adopt a structured approach supported bydata governance, technology, and cross-functional collaboration.
A good supply chain report should beaccurate, clear, relevant, timely, objective, and actionable, providing senior management with the insights needed to drive performance improvement and strategic success across XYZ Ltd's global operations.

NEW QUESTION # 37
Global supply chains are increasingly exposed to risks such as climate change, digital disruption, and geopolitical instability.

Answer:

Explanation:
Explain what is meant by supply chain resilience, and discuss FIVE strategies a global organisation can implement to improve resilience while maintaining efficiency and competitiveness.

NEW QUESTION # 38
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