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>> CIPS L6M3トレーリングサンプル <<

L6M3資格模擬 & L6M3対策学習

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CIPS Global Strategic Supply Chain Management 認定 L6M3 試験問題

(Q32-Q37):

Discuss and evaluate supplier segmentation as an approach to supply chain management. Explain one method of supplier segmentation.

正解：

解説：
See the Explanation for complete answer.
Explanation:
Supplier segmentationis a strategic supply chain management approach used to categorise suppliers based on theirstrategic importance, risk profile, and value contributionto the organisation.
The purpose is to ensure that resources, relationship management, and procurement strategies arealigned with the relative importance of each supplierrather than treating all suppliers in the same way.
Through segmentation, supply chain managers can tailor strategies for collaboration, performance management, and development - ensuring that critical suppliers receive greater attention and investment, while routine suppliers are managed efficiently to minimise administrative effort and cost.
1. Meaning and Purpose of Supplier Segmentation
Supplier segmentation helps organisations:
* Focus resources on key strategic relationships that deliver the highest value.
* Manage risks by identifying suppliers critical to business continuity.
* Differentiate relationship styles - strategic partnership, performance management, or transactional purchasing.
* Improve efficiency in supplier management by avoiding a "one-size-fits-all" approach.
In a global supply chain context, segmentation enables firms to strike a balance betweencost efficiency, innovation potential, andrisk mitigationacross their supply base.
2. Strategic Importance of Supplier Segmentation
Supplier segmentation is central to strategic supply chain management because it linkssourcing strategywith business objectives.
For example:
* Strategic suppliers might support innovation, co-development, and long-term sustainability goals.
* Tactical or routine suppliers focus on cost competitiveness, standardisation, and process efficiency.
By classifying suppliers, organisations can prioritise their engagement efforts - ensuring that scarce procurement resources are directed where they deliver the greatest impact.
3. Evaluation of Supplier Segmentation as an Approach
Advantages:
* Improved Relationship Management:Allows differentiated relationship strategies - partnership for strategic suppliers, transactional control for routine ones. This enhances focus and effectiveness.
* Enhanced Risk Management:Identifying critical suppliers improves resilience planning and helps in developing contingency arrangements for high-risk categories.
* Efficient Use of Resources:Procurement teams can concentrate time and effort on managing suppliers that are strategically important, optimising cost and effort.
* Better Strategic Alignment:Ensures that supplier management supports organisational priorities, such as innovation, cost leadership, or sustainability.
* Supports Performance and Innovation:Enables joint improvement initiatives and innovation with key suppliers, fostering long-term value creation.
Disadvantages or Limitations:
* Complexity and Data Requirements:Effective segmentation requires comprehensive supplier data, performance metrics, and ongoing monitoring, which can be resource-intensive.
* Potential for Misclassification:Inaccurate assessment of a supplier's importance or risk can lead to poor management focus or neglected partnerships.
* Dynamic Environments:Supplier significance can change rapidly due to market shifts, mergers, or new technologies; segmentation therefore requires regular review.
* Relationship Sensitivity:Categorising suppliers may affect perception - "non-strategic" suppliers might feel undervalued and disengaged.
Despite these challenges, supplier segmentation remains acore strategic toolfor achieving efficiency, risk control, and competitive advantage in global supply chains.
4. One Method of Supplier Segmentation - The Kraljic Matrix
TheKraljic Matrix (1983)is one of the most widely recognised and practical methods for supplier segmentation.
It classifies purchases or suppliers according totwo key dimensions:
* Supply risk:The risk of supply disruption, scarcity, or dependency.
* Profit impact:The effect the item or supplier has on the organisation's financial performance.

The Matrix contains four quadrants:

Quadrant

Description

Management Strategy

1. Non-Critical (Routine)

Low risk, low profit impact - e.g., office supplies.

Simplify processes, automate purchasing, focus on efficiency.

2. Leverage

Low risk, high profit impact - e.g., packaging, common materials.

Use purchasing power to negotiate best value and pricing.

3. Bottleneck

High risk, low profit impact - e.g., niche or scarce materials.

Secure supply through safety stock, dual sourcing, or long-term contracts.

4. Strategic

High risk, high profit impact - e.g., core raw materials, key technologies.

Build long-term partnerships, collaborate on innovation, joint risk management.

Application Example:

A toy manufacturer sourcing timber might classify:

* FSC-certified timber suppliers as strategic (high profit impact, high risk).

* Packaging suppliers as leverage (high impact, low risk).

* Stationery suppliers as non-critical.

Benefits of the Kraljic Model:

* Provides a structured, visual framework for prioritising suppliers.

* Aligns relationship strategies with risk and value.

* Encourages proactive supplier development and risk mitigation.

Limitations:

* Requires accurate data and cross-functional input.

* Static classification - may not fully capture changing business dynamics.

5. Summary

In summary, supplier segmentation is a vital approach that enables organisations to manage their supply base strategically, ensuring that effort and investment are proportionate to the importance and risk associated with each supplier.

The Kraljic Matrix provides a practical framework to segment suppliers into strategic, leverage, bottleneck, and routine categories, enabling differentiated relationship management and procurement strategies.

When effectively implemented, supplier segmentation leads to better risk management, cost control, collaboration, and innovation, ultimately contributing to supply chain resilience and sustainable competitive advantage.

質問 # 33

Describe seven wastes that can be found in the supply chain and explain how a company can eliminate wastes.

正解：

解説：

See the Explanation for complete answer.

Explanation:

In supply chain management, waste refers to any activity or resource that does not add value to the product or service from the customer's perspective.

The concept originates from the Lean philosophy (specifically the Toyota Production System) and identifies seven classic types of waste, known in Japanese as "Muda." Eliminating waste is essential for achieving efficiency, reducing costs, improving quality, and enhancing overall value creation in the supply chain.

1. The Seven Wastes in the Supply Chain (The '7 Muda')

(i) Overproduction

Definition: Producing more than is required or before it is needed.

Impact: Creates excess inventory, storage costs, and potential obsolescence.

Example: A supplier manufacturing paper products ahead of actual demand, leading to warehouse overflow.

Elimination Methods:

* Implement Just-in-Time (JIT) production systems.

* Improve demand forecasting accuracy.

* Use pull-based scheduling driven by actual customer demand.

(ii) Waiting

Definition: Idle time when materials, components, or information are waiting for the next process step.

Impact:Reduces process flow efficiency and increases lead time.
Example:Goods waiting for quality inspection, transport, or approval.
Elimination Methods:
* Streamline process flow through value stream mapping.
* Balance workloads to minimise bottlenecks.
* Improve coordination between functions (procurement, production, logistics).
(iii) Transportation
Definition:Unnecessary movement of materials or products between locations.
Impact:Increases fuel costs, carbon footprint, and risk of damage.
Example:Shipping goods between multiple warehouses before final delivery.
Elimination Methods:
* Optimise distribution networks and warehouse locations.
* Use route planning software to reduce mileage.
* Consolidate shipments and use cross-docking.
(iv) Excess Inventory
Definition:Holding more raw materials, work-in-progress (WIP), or finished goods than necessary.
Impact:Ties up working capital, increases storage costs, and risks obsolescence.
Example:A retailer keeping surplus seasonal stock that becomes outdated.
Elimination Methods:
* ApplyKanbansystems to control stock levels.
* Use demand-driven replenishment strategies.
* Improve supplier lead-time reliability and forecasting accuracy.
(v) Over-Processing
Definition:Performing more work or adding more features than the customer requires.
Impact:Increases cost and complexity without adding value.
Example:Applying unnecessary packaging or inspections that don't affect customer satisfaction.
Elimination Methods:
* UseValue Stream Mappingto identify non-value-adding steps.
* Standardise processes to match customer requirements.
* Implement continuous improvement (Kaizen) to simplify workflows.
(vi) Motion
Definition:Unnecessary movement of people or equipment within a process.
Impact:Reduces productivity and can lead to fatigue or safety risks.
Example:Warehouse staff walking long distances between pick locations due to poor layout.
Elimination Methods:
* Optimise workspace and warehouse layout.
* Introduce ergonomic and automation solutions (e.g., conveyor systems, pick-to-light technology).
* Train staff in efficient work practices.
(vii) Defects
Definition:Products or services that do not meet quality standards, requiring rework, repair, or disposal.
Impact:Increases cost, delays deliveries, and damages reputation.
Example:Incorrectly printed paper batches requiring reprinting and re-shipment.
Elimination Methods:
* Implement Total Quality Management (TQM) and Six Sigma.
* Conduct root cause analysis (e.g., Fishbone or 5 Whys).
* Improve supplier quality assurance and process control.
2. Additional Waste in Modern Supply Chains (The "8th Waste")
Many modern supply chains also recognise aneighth waste - underutilisation of people's talent and creativity.
Failing to engage employees in problem-solving and continuous improvement can limit innovation and performance.
Elimination Methods:
* Empower employees to suggest improvements (Kaizen culture).
* Provide training and recognition programmes.
* Encourage cross-functional collaboration.
3. How a Company Can Systematically Eliminate Waste
To effectively eliminate waste, an organisation should adopt astructured Lean management frameworkthat integrates tools, culture, and measurement.
(i) Value Stream Mapping (VSM)
* Map the end-to-end supply chain process to visualise value-adding and non-value-adding activities.
* Identify and prioritise areas for waste reduction.
(ii) Continuous Improvement (Kaizen)
* Involve employees at all levels in identifying inefficiencies.

* Encourage small, frequent improvements that lead to long-term gains.
(iii) Standardisation and 5S Methodology
* Apply 5S (Sort, Set in order, Shine, Standardise, Sustain) to maintain order, cleanliness, and process discipline.
(iv) Demand-Driven Planning
* Implement JIT and pull systems based on real-time customer demand to reduce overproduction and excess stock.
(v) Supplier and Partner Collaboration
* Work with suppliers to align deliveries, share forecasts, and reduce unnecessary transport or packaging.
(vi) Performance Measurement and KPIs
* Use Lean performance metrics such as Overall Equipment Effectiveness (OEE), Inventory Turnover, and On-Time Delivery to monitor and sustain improvements.
4. Strategic Benefits of Waste Elimination
* Cost Reduction: Lower operational and logistics costs.
* Improved Lead Times: Faster flow from supplier to customer.
* Quality Enhancement: Fewer defects and higher customer satisfaction.
* Employee Engagement: Empowered workforce contributing to innovation.
* Sustainability: Reduced waste and emissions align with ESG objectives.
* Competitive Advantage: A lean, efficient supply chain delivers superior value at lower cost.
5. Summary
In summary, the seven wastes - overproduction, waiting, transportation, inventory, over-processing, motion, and defects - represent inefficiencies that do not add value for customers.
By systematically applying Lean tools such as Value Stream Mapping, JIT, Kaizen, and 5S, companies can identify and eliminate these wastes, creating a supply chain that is faster, more efficient, and customer-focused.
Eliminating waste not only reduces costs but also strengthens the organisation's resilience, quality, and sustainability, thereby improving overall strategic performance.

質問＃34
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

ImplementSupplier Performance Scorecardsand 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 differencesbetween organisations or countries.

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

* Lack of trust or transparency.

* Inconsistent goalsbetween 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 # 35

The CEO of XYZ Ltd is looking to make an important change to the company. He plans to take the company from a paper-based records system to an electronic records system, and introduce an MRP system. The CEO is looking for a 'change agent' within the company to implement the change.

Evaluate the role that the 'change agent' will inhabit and explain how the 'change agent' can gauge acceptance of this change.

正解：

解説：

See the Explanation for complete answer.

Explanation:

A change agent is an individual who is responsible for driving, facilitating, and managing organisational change.

In this case, the change agent at XYZ Ltd will lead the transformation from a paper-based system to an electronic records system supported by a Material Requirements Planning (MRP) system.

The role requires strong leadership, communication, analytical, and interpersonal skills, as it involves influencing people, aligning systems, and ensuring that the new technology is successfully adopted across the organisation.

1. Role and Responsibilities of a Change Agent

The change agent acts as the bridge between leadership vision and operational implementation.

Their role combines strategic planning, people management, and process transformation to ensure the change achieves its intended objectives.

(i) Communicator and Advocate for Change

* Clearly communicates the vision, purpose, and benefits of the new system to all employees.

* Acts as a trusted messenger for the CEO's strategic direction, translating high-level objectives into clear, practical goals for different departments.

* Reduces resistance by explaining how the new system will improve accuracy, efficiency, and decision-making.

Example: The change agent explains to staff how the MRP system will automate materials planning and reduce stock shortages.

(ii) Project Manager and Coordinator

* Develops and manages a change implementation plan, including timelines, budgets, and milestones.

* Coordinates between IT teams, procurement, production, and finance to ensure successful system integration.

* Identifies potential risks and develops mitigation plans.

* Ensures training, testing, and system rollouts are executed effectively.

Example: Managing pilot tests for the MRP system before a full rollout to all departments.

(iii) Influencer and Motivator

* Builds support across all organisational levels - from senior management to front-line employees.

* Uses stakeholder analysis to identify resistance and tailor engagement strategies.

* Encourages collaboration and promotes a culture of innovation and learning.

Example: Recognising and rewarding early adopters to reinforce positive behaviour.

(iv) Problem Solver and Feedback Facilitator

* Addresses employee concerns and operational issues that arise during implementation.

* Collects feedback from end-users and communicates it to leadership or system developers for improvement.

* Ensures that any barriers to adoption are quickly removed.

Example: Gathering user feedback on system usability and working with IT to resolve issues promptly.

(v) Monitor and Evaluator of Change Progress

* Measures progress using clear performance indicators and adoption metrics.

* Reports regularly to senior management on implementation status, issues, and successes.

* Ensures the change becomes embedded in organisational culture rather than a one-time project.

Example: Tracking the percentage of departments that have fully transitioned to digital record-keeping.

2. How the Change Agent Can Gauge Acceptance of Change

Change acceptance refers to the degree to which employees understand, adopt, and support the new system and working methods.

To gauge acceptance, the change agent should use both quantitative and qualitative indicators.

(i) Employee Feedback and Engagement Surveys

* Conduct pre- and post-implementation surveys to assess understanding, attitudes, and comfort levels with the new system.

* Use open forums, focus groups, and suggestion boxes to gather honest feedback.

Indicator of Success:

Increasingly positive responses toward system usability and perceived benefits.

(ii) Adoption and Usage Metrics

* Measure how actively employees use the new MRP and electronic systems in their daily operations.
* Monitor system logins, transaction processing, and completion rates for digital records.

Indicator of Success:

High user participation and reduced reliance on paper-based processes indicate strong adoption.

(iii) Performance and Productivity Improvements

* Compare pre-implementation and post-implementation KPIs, such as:
* Order accuracy and processing times.
* Inventory turnover and stock-out rates.
* Data accuracy and reporting speed.

Indicator of Success:

Demonstrable improvement in operational efficiency, decision-making, and data visibility.

(iv) Reduction in Resistance or Complaints

* Track the number and nature of complaints or support requests related to the new system.
* A steady decline in issues suggests growing comfort and confidence among users.

Indicator of Success:

Fewer helpdesk requests and more proactive feedback from employees.

(v) Observation and Behavioural Change

* Observe day-to-day behaviours - whether employees are following new procedures, using digital tools, and collaborating effectively.
* Informal discussions and supervisor reports can reveal whether staff have embraced the new working culture.

Indicator of Success:

Employees no longer reverting to old paper-based habits and demonstrating enthusiasm for continuous improvement.

3. Ensuring Sustainable Change

For the change to be sustained, the change agent should also:

* Implement continuous training and support to build digital competence.
* Establish "change champions" in each department to reinforce adoption.
* Celebrate early wins (e.g., reduced paperwork, faster reporting) to maintain momentum.
* Embed the change in policies, performance reviews, and culture so that it becomes the new normal.

4. Evaluation of the Change Agent's Role

Aspect

Strategic Value

Leadership

Acts as the link between vision and execution, translating strategy into action.

Communication

Reduces uncertainty and builds engagement through transparency and dialogue.

Measurement

Uses data-driven indicators to track progress and demonstrate success.

Culture Building

Promotes digital adoption and innovation across the organisation.

The change agent therefore plays a transformational role, ensuring that technology adoption leads to genuine process improvement and long-term organisational benefit.

5. Summary

In summary, the change agent at XYZ Ltd will act as the driving force behind the transition from paper-based systems to an electronic records and MRP system, ensuring alignment between people, processes, and technology.

Their role encompasses communication, coordination, motivation, and performance measurement.

Change acceptance can be gauged through employee feedback, adoption metrics, performance improvements, and behavioural observation.

When employees understand, adopt, and sustain the new processes - and performance indicators show measurable gains - the change can be deemed successfully implemented.

The success of this transformation will largely depend on the effectiveness, leadership, and credibility of the change agent in guiding the organisation through the journey of digital transformation.

質問 # 36
What are the advantages and disadvantages to the fragmentation of the supply chain?

正解：

解説：
See the Explanation for complete answer.
Explanation:
Fragmentation of the supply chainrefers to the process where supply chain activities - such as sourcing, manufacturing, logistics, and distribution - aredispersed across multiple locations, suppliers, and partners
, often on a global scale.
Rather than being concentrated within one integrated organisation or region, fragmented supply chains rely on specialised external entitiesandgeographically dispersed networksto perform different functions.
While this fragmentation can offer strategic and operational benefits, it also introduces complexity, risk, and coordination challenges that must be carefully managed.
1. Meaning and Context of Supply Chain Fragmentation
Globalisation, technological development, and cost pressures have encouraged companies tooutsourceand offshoremany supply chain functions.
For example:
* Components may be produced in China, assembled in Vietnam, and distributed from the Netherlands.
* Logistics may be managed by third-party providers (3PLs).
* Customer service may be handled through separate regional call centres.
Thisfragmented modelallows firms to take advantage of global specialisation, lower costs, and proximity to markets - but at the expense of increased coordination and risk.
2. Advantages of Supply Chain Fragmentation
Fragmentation offers several strategic benefits that can improve competitiveness, flexibility, and access to new capabilities.
(i) Cost Efficiency and Access to Global Resources
Description:
Fragmentation allows organisations to source materials, labour, and services from regions where they are most cost-effective.
Example:
A clothing retailer may source fabric from India, manufacture garments in Bangladesh, and ship products to the UK - taking advantage of lower labour and production costs.
Advantages:
* Reduces overall production and logistics costs.
* Increases profit margins and price competitiveness.
* Enables firms to focus on core competencies (e.g., design, marketing).
(ii) Specialisation and Expertise
Description:
By outsourcing certain activities to specialised suppliers or service providers, companies gain access to expertise and advanced capabilitiesthat might be too costly to develop internally.
Example:
Outsourcing logistics to global 3PLs such as DHL or Maersk allows firms to benefit from advanced distribution networks, technology, and efficiency.
Advantages:
* Improves quality and service reliability.
* Enables innovation through access to specialised knowledge.
* Supports continuous improvement through competitive outsourcing markets.
(iii) Flexibility and Responsiveness to Market Changes
Description:
A fragmented supply chain enables companies to adapt quickly to changes in global demand, technology, or political conditions byshifting suppliers or production locations.
Example:
Electronics firms often shift production between Southeast Asian countries in response to tariff changes or labour shortages.
Advantages:
* Enhances agility and responsiveness to external shocks.
* Supports rapid scaling up or down based on market conditions.
* Diversifies supply base, reducing dependency on single sources.
(iv) Access to Global Markets and Customer Proximity
Description:
Operating through multiple global supply chain nodes allows firms to be closer to customers, reducing delivery times and improving service.
Example:
A multinational like Unilever locates distribution centres near regional markets to meet demand more effectively.
Advantages:
* Improves delivery speed and customer satisfaction.
* Reduces transportation time for regional markets.

* Supports localisation and customisation of products.

3. Disadvantages of Supply Chain Fragmentation

Despite its advantages, fragmentation can lead to increased complexity, coordination challenges, and higher exposure to risk.

These disadvantages can undermine efficiency, visibility, and resilience if not managed effectively.

(i) Increased Complexity and Coordination Challenges

Description:

The more dispersed the supply chain, the more difficult it becomes to manage information, processes, and relationships.

Multiple suppliers, logistics providers, and regulations create coordination difficulties.

Example:

A global manufacturer sourcing components from five countries must coordinate lead times, customs clearance, and compliance with diverse standards.

Disadvantages:

* Increased administrative burden and management costs.
* Communication delays and data inconsistency.
* Risk of misalignment between supply chain partners.

(ii) Higher Supply Chain Risk and Vulnerability

Description:

Fragmented supply chains are more exposed to disruptions caused by geopolitical instability, transportation delays, or supplier failures.

With multiple cross-border links, a disruption in one part of the network can quickly cascade throughout the system.

Example:

The COVID-19 pandemic exposed vulnerabilities in global supply chains reliant on single regions for key materials (e.g., China for electronics).

Disadvantages:

* Supply interruptions and production delays.
* Increased cost of risk management and contingency planning.
* Reduced resilience and operational stability.

(iii) Loss of Control and Visibility

Description:

Fragmentation leads to reduced oversight over suppliers and processes, especially beyond Tier 1 suppliers.

This can make it difficult to monitor performance, quality, or ethical standards.

Example:

Fashion retailers such as Boohoo and Nike have faced reputational damage due to unethical labour practices in outsourced factories.

Disadvantages:

* Reduced transparency and traceability.
* Quality and compliance issues.
* Reputational risk due to supplier misconduct.

(iv) Environmental and Sustainability Impacts

Description:

Global fragmentation increases transport distances, emissions, and resource consumption.

It also complicates sustainability tracking across multiple suppliers.

Example:

Shipping goods between continents increases the carbon footprint and undermines sustainability targets.

Disadvantages:

* Increased carbon emissions and environmental impact.
* Difficulty ensuring sustainable and ethical practices throughout the chain.
* Pressure from regulators, consumers, and investors to demonstrate ESG compliance.

4. Evaluation - Balancing Global Fragmentation and Integration

The impact of fragmentation depends on how effectively it is managed and integrated.

Modern supply chains increasingly adopt digital integration technologies (e.g., ERP, blockchain, IoT) to mitigate fragmentation risks by improving visibility and coordination.

Key Strategies to Manage Fragmentation:

* Supply chain visibility tools for tracking goods and performance in real time.
* Collaborative planning and data sharing with key suppliers.
* Regionalisation or "nearshoring" to balance global reach with risk reduction.
* Sustainability monitoring systems to ensure compliance and transparency.

Many organisations are now moving toward a "glocal" (global + local) strategy - maintaining global reach while building local responsiveness and control.

5. Summary of Advantages and Disadvantages

Advantages

Disadvantages

Lower production and sourcing costs
Increased coordination and communication complexity
Access to global expertise and technology
Higher exposure to disruption and geopolitical risks
Greater flexibility and scalability
Reduced control and visibility across the chain
Proximity to markets and customers
Environmental and ethical compliance challenges

6. Summary

In summary,fragmentation of the supply chainenables organisations to leverageglobal efficiency, specialisation, and market access, but it also introducescomplexity, risk, and reduced control.

To gain the advantages of fragmentation while minimising its disadvantages, organisations must invest in:

* Digital integrationfor visibility and coordination,
* Robust risk managementand supplier governance, and
* Sustainable sourcingpractices to maintain ethical and environmental responsibility.

When managed strategically, fragmentation can be transformed from a source of vulnerability into a source of competitive advantage, combining global efficiency with operational resilience.

質問＃37

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親愛なるお客様、当社のウェブサイトにある優れた学習教材の助けを借りて試験を受ける準備ができている場合、選択は素晴らしいものになります。 L6M3トレーニング資料：Global Strategic Supply Chain Managementは優れた選択肢であり、特に時間をかけずに試験に合格し、成功することに熱心な方に役立ちます。 次のように、すばらしい製品を詳細に紹介する自由を考えてみましょう。

L6M3資格模擬：https://www.certjuken.com/L6M3-exam.html

CIPS L6M3トレーリングサンプル 弊社は一年の無料更新を提供します、CIPS L6M3トレーリングサンプル 君がうちの学習教材を購入した後、私たちは一年間で無料更新サービスを提供することができます、私たちのL6M3学習教材の99％の合格率は高いです、それはもちろんCertJukenのL6M3問題集ですよ、CIPSのL6M3試験はIT業種に欠くことができない認証ですから、試験に合格することに困っている人々はたくさんいます、当社CertJuken L6M3資格模擬の製品は、主要な質問と回答で精巧に構成されています、CIPS L6M3トレーリングサンプル 古い言葉が言うように、機会は二度がありません。

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CIPS L6M3トレーリングサンプル: Global Strategic Supply Chain Management - CertJuken 最も信頼できるウェブサイト

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- L6M3最新な問題集 □ L6M3関連試験 □ L6M3最新な問題集 □ [www.japancert.com]で ➡ L6M3 □を検索して、無料でダウンロードしてくださいL6M3学習体験談
- 実用的L6M3 | 検証するL6M3トレーリングサンプル試験 | 試験の準備方法Global Strategic Supply Chain Management資格模擬 □ □ 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練習問題
- L6M3実際試験 □ L6M3模擬試験問題集 □ L6M3試験情報 □ " www.shikenpass.com "サイトで { L6M3 }の最新問題が使えるL6M3無料模擬試験
- L6M3学習体験談 □ L6M3無料問題 □ L6M3最新な問題集 □ 時間限定無料で使える➡ L6M3 □の試験問題は⇒ www.goshiken.com⇐サイトで検索L6M3練習問題
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- L6M3最新知識 □ L6M3練習問題 □ L6M3試験勉強書 □ ✔ L6M3 □✔□の試験問題は《 www.goshiken.com 》で無料配信中L6M3関連試験
- L6M3試験勉強書 圖 L6M3無料模擬試験 □ L6M3無料問題 □ 今すぐ➥ www.passtest.jp □で「 L6M3 」

を検索して、無料でダウンロードしてくださいL6M3問題集無料

- 一番優秀なL6M3トレーリングサンプルと}信頼できるL6M3資格模擬 □ ➡ www.goshiken.com □から簡単に[L6M3]を無料でダウンロードできますL6M3日本語受験攻略
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- CIPS L6M3試験の準備方法｜信頼できるL6M3トレーリングサンプル試験｜素晴らしいGlobal Strategic Supply Chain Management資格模擬 □ 今すぐ「 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学習体験談
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