

# L5M6試験解説、L5M6ウェブトレーニング

## L5M6 - Progress Test 2

30/03/2022

done

11.00 - 12.30

60 Questions

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L5M6はCIPSのひとつの認証で、L5M6がCIPSに入るの第一歩として、L5M6「Category Management」試験がますます人気があがって、L5M6に参加するかたもだんだん多くなって、しかしL5M6認証試験に合格することが非常に難しいで、君はL5M6に関する試験科目の問題集を購入したいですか？

### CIPS L5M6 認定試験の出題範囲：

トピック	出題範囲
トピック 1	<ul style="list-style-type: none"><li>• Understand the Concepts, Tools, and Techniques Associated with Managing Expenditure: This section of the exam measures the analytical abilities of a Category Analyst and focuses on expenditure management techniques within category management. It explores how organizations identify, classify, and analyze different types of spend to enhance procurement efficiency and value creation.</li></ul>
トピック 2	<ul style="list-style-type: none"><li>• Understand Approaches that Can Be Used to Develop Category Management Strategies: This section of the exam measures the skills of Procurement Managers and focuses on understanding how category management strategies are formulated within procurement functions. Candidates are expected to differentiate between strategic and conventional sourcing, evaluate how these approaches support long-term supplier relationships, and align them with organizational goals. The section also emphasizes the role of category management in enhancing sourcing efficiency and achieving cost optimization.</li></ul>

- Understand the Strategic Impact of a Category Management Process: This section evaluates the strategic insight of a Procurement Manager into how category management influences organizational performance. It explores the use of data-driven decision-making and market intelligence to shape sourcing strategies and drive sustainable procurement outcomes.

## &gt;&gt; L5M6試験解説 &lt;&lt;

## 試験の準備方法-ユニークなL5M6試験解説試験-実際的なL5M6ウェブトレーニング

痛みも利益もないことは世界中でよく知られている真実です。別のことわざには、耕すほど得るものが増えるということがあります。あらゆる分野で広く認められているL5M6試験に合格し、L5M6証明書を取得すると、新しいキャリアの扉が開かれ、未来は明るく希望に満ちたものになります。当社のL5M6ガイド急流は、証明書を取得するのに役立つ最高のアシスタントになります。L5M6ガイド急流を学習したいときはいつでも障害に遭遇しないと信じています。

### CIPS Category Management 認定 L5M6 試験問題 (Q55-Q60):

#### 質問 # 55

The sale of ice-cream, bikinis and sunglasses usually follows which demand pattern?

- A. Stable
- B. Growth
- C. Cyclical
- D. Decline

正解: C

解説:

These items follow a cyclical demand pattern, meaning that sales fluctuate in predictable cycles-typically aligned with seasons or climate conditions. For example, demand peaks in summer and falls sharply in winter. Recognising cyclical patterns allows procurement professionals to plan supply and inventory effectively, avoiding both shortages during peak demand and excess stock during low demand periods. This type of forecasting is particularly important in industries such as fashion, tourism, and consumer goods.

Failing to account for cyclical demand can lead to missed sales opportunities or increased storage costs. In category management, understanding demand cycles ensures efficient resource allocation, supplier scheduling, and financial planning. It also supports collaborative planning with suppliers to ensure capacity aligns with market needs.

Reference: CIPS L5M6 Study Guide, p.143

#### 質問 # 56

Trydo Ltd is an industrial engineering company and is currently assessing its supplier base. Below are descriptions of four of its major suppliers:

\* Supplier 1: This supplier has a large share of the market and the market in which it operates is growing. However, the supplier's own costs have increased by 36% over the past 12 months due to raw material price increases.

\* Supplier 2: The market is fast growing but as a new supplier to the marketplace, Supplier 2's market share is still relatively low.

Trydo is concerned about this supplier's long-term financial situation as the company has taken out many loans and a large mortgage.

\* Supplier 3: This supplier operates in a small marketplace, but is a strong player with a sizable market share. Although this isn't of concern to Trydo, having recently run an Acid Test, it is believed that Supplier 3's current liabilities are four times greater than its assets.

\* Supplier 4: The market Supplier 4 operates in is shrinking and Supplier 4 already has a low market share. The main issue is Capital Management as stock turnover, debtor days and are becoming prolonged. There have been several complaints about performance.

Task:

Complete the table below. You are required, for each supplier, to determine the product category on the BCG Matrix and to identify the main area of financial concern. Each response should only be used once.

Trydo Ltd - Drag & Drop Table



Supplier	BCG Matrix Category	Financial Concern
Supplier 1	---	---
Supplier 2	---	---
Supplier 3	---	---
Supplier 4	---	---

Options to Place

BCG Matrix Categories	Financial Concerns
Dog Category	Profitability Concern
Cash Cow Category	Liquidity Concern
Star Category	Gearing Concern
Question Mark Category	Efficiency Concern

正解:

解説:

Trydo Ltd - Drag & Drop Table

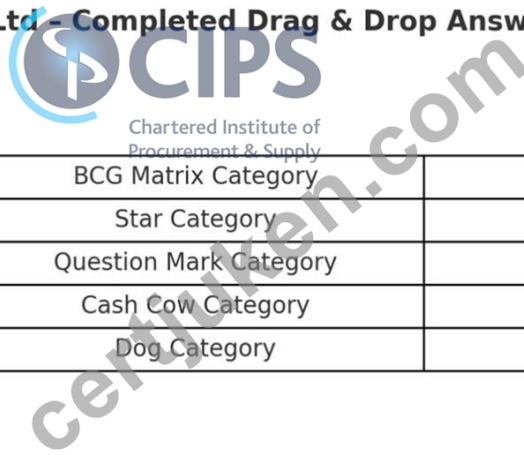
Supplier	BCG Matrix Category	Financial Concern
Supplier 1	Star Category	Profitability Concern
Supplier 2	Question Mark Category	Gearing Concern
Supplier 3	Cash Cow Category	Liquidity Concern
Supplier 4	Dog Category	Efficiency Concern

Options to Place

BCG Matrix Categories	Financial Concerns
Dog Category	Profitability Concern
Cash Cow Category	Liquidity Concern
Star Category	Gearing Concern
Question Mark Category	Efficiency Concern

Explanation:  
Output image

## Trydo Ltd - Completed Drag & Drop Answer Key



Supplier	BCG Matrix Category	Financial Concern
Supplier 1	Star Category	Profitability Concern
Supplier 2	Question Mark Category	Gearing Concern
Supplier 3	Cash Cow Category	Liquidity Concern
Supplier 4	Dog Category	Efficiency Concern

### Supplier 1 # Star Category + Profitability Concern

Supplier 1 holds a large market share in a growing market, which places it in the Star category of the BCG Matrix. Stars are typically leaders in expanding markets and require continuous investment to maintain their dominance. The concern here is not competitive weakness but profitability. Although revenue potential is strong, Supplier 1's costs have increased by 36% due to rising raw material prices. This erodes margins and threatens profitability despite growth. Stars often generate high cash inflows, but if costs spiral out of control, their ability to sustain investment weakens. Profitability management (e.g., through cost reduction, supplier negotiations, or efficiency gains) is critical to ensuring Supplier 1 continues its growth trajectory and avoids slipping into the "Cash Cow" or "Dog" quadrants in the future.

(Ref: CIPS L5M6 Study Guide, p.117 - BCG Matrix application)

### Supplier 2 # Question Mark Category + Gearing Concern

Supplier 2 operates in a fast-growing market but has only a small share, making it a Question Mark in the BCG Matrix. Question Marks are high-risk: they may grow into Stars or fail and become Dogs, depending on how they perform and whether investment supports expansion. The major financial concern here is gearing- Supplier 2 has taken out significant loans and a large mortgage, meaning it is heavily leveraged. High gearing increases financial risk, as debt repayments must be met regardless of market conditions. In rapidly growing markets, high gearing can restrict reinvestment and leave firms vulnerable to interest rate fluctuations or downturns. For Trydo, this means Supplier 2 could face difficulties sustaining its growth, posing supply chain risk. Monitoring debt levels and financial stability is essential before committing to long-term contracts.

(Ref: CIPS L5M6 Study Guide, pp.117-118 - Question Marks and financial analysis)

Supplier 3 # Cash Cow Category + Liquidity Concern  
Supplier 3 operates in a small, stable market but commands a strong market share. This places it firmly as a Cash Cow-a business that generates consistent revenue without requiring major investment. Cash Cows fund other areas of a portfolio but face limited growth prospects. The concern here is liquidity. An Acid Test reveals that Supplier 3's current liabilities are four times greater than its assets, suggesting it lacks sufficient short-term liquidity to meet obligations. This imbalance can result in cash flow problems, even if long-term profitability remains sound. For Trydo, the risk is that Supplier 3 may fail to pay debts or manage day-to-day operations, creating supply disruption. Procurement managers must ensure financial health checks are conducted regularly and consider diversification strategies if reliance on Supplier 3 is high.

(Ref: CIPS L5M6 Study Guide, p.117 - Cash Cows and liquidity issues)

### Supplier 4 # Dog Category + Efficiency Concern

Supplier 4 operates in a shrinking market and already holds a low market share, placing it in the Dog category of the BCG Matrix. Dogs are generally unattractive, offering little growth and limited returns. The key concern here is efficiency. Supplier 4 is struggling with capital management issues, such as poor stock turnover and prolonged debtor days. These inefficiencies damage competitiveness and further weaken financial stability. For Trydo, relying on Supplier 4 poses significant risk because inefficiency can lead to delays, reduced quality, and increased total cost of ownership. Unless Supplier 4 improves performance, it may eventually exit the market, leaving Trydo vulnerable. In procurement terms, buyers should avoid long-term commitments with such suppliers and instead focus on exit strategies or alternatives.

(Ref: CIPS L5M6 Study Guide, pp.117-118 - Dogs and efficiency management)

### 質問 # 57

In A.T. Kearney's 7 Step Model of Strategic Sourcing, which of the following should be done first?

- A. Supplier portfolio generation
- B. Selection of implementation path
- C. Competitive supplier selection
- D. Continuous benchmarking of supply market

正解: A

解説:

The first step in A.T. Kearney's 7 Step Model of Strategic Sourcing is Supplier Portfolio Generation. The model provides a structured approach to sourcing, beginning with an understanding of current spend and supplier landscape before progressing to strategy development and implementation.

The seven steps are:

- \* Profile spend and supply base.
- \* Develop sourcing strategy and cost comparison.
- \* Generate supplier portfolio.
- \* Select implementation path.
- \* Select competitive suppliers.
- \* Integrate operations with suppliers.
- \* Continuously benchmark supply market.

The reason supplier portfolio generation is first is because procurement must identify potential suppliers and the overall supply base structure before choosing strategies or engaging in competitive selection. Skipping this step risks building a strategy without understanding available market options.

Thus, while options C and D are important later in the process, they cannot occur without first mapping the supplier portfolio.

[Ref: CIPS L5M6 Study Guide, Chapter 1.2 - Strategic Sourcing Models, esp. p.31-32]

### 質問 # 58

Penelope works for an international manufacturer. Which categories are most likely to be outsourced?

- A. Raw materials
- B. Facilities management
- C. Marketing services
- D. Warehousing
- E. Operations

正解: B、C

解説:

The categories most likely to be outsourced are Marketing services and Facilities Management [FM].

These are examples of indirect spend categories where external providers often offer specialist expertise, cost efficiency, and scalability.

CIPS identifies five indirect categories frequently outsourced: Marketing, Facilities Management, IT /Communications, Human Resources, and MRO [Maintenance, Repairs, Operations]. Outsourcing these allows organisations to focus internal resources on core competencies such as manufacturing or R&D.

Raw materials, warehousing, and operations are typically core to production and therefore managed internally or strategically sourced, rather than fully outsourced. While warehousing may sometimes be outsourced [3PL], it is not listed among the primary categories in the study guide.

Outsourcing decisions must balance cost, risk, and strategic importance. For example, outsourcing FM reduces overheads while ensuring professional management of buildings and services, whereas marketing agencies provide creativity and campaign expertise.

[Ref: CIPS L5M6 Study Guide, pp.46-47 - Categories commonly outsourced]

### 質問 # 59

Analytics data can be used in Category Management forecasting. Which of the following would be a form of Analytics Data?

- A. Known data e.g. manufacturing capacity
- B. Data from the past e.g. historical trends
- C. Expertise data e.g. estimated lead times
- D. Data models and predictions e.g. trends for the future

正解: D

解説:

Analytics data refers to data models and predictions, often generated through statistical methods or advanced software, that provide insights into future trends. Unlike historical data, which looks at past performance, or known data, which describes current realities, analytics projects what is likely to happen in the future. For example, predictive analytics can identify demand spikes based on past seasonal behaviour, consumer sentiment, or economic indicators. In category management, such predictive models are invaluable for anticipating supply shortages, managing risks, and planning procurement strategies. Analytics data allows procurement professionals

to move from reactive decision-making to proactive and strategic management.

The integration of analytics into forecasting also supports better negotiation with suppliers, as buyers can demonstrate awareness of future trends and cost drivers. In today's fast-changing markets, reliance solely on historical data is insufficient-analytics data gives procurement a competitive edge.

Reference: CIPS L5M6 Study Guide, p.140

## 質問 # 60

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