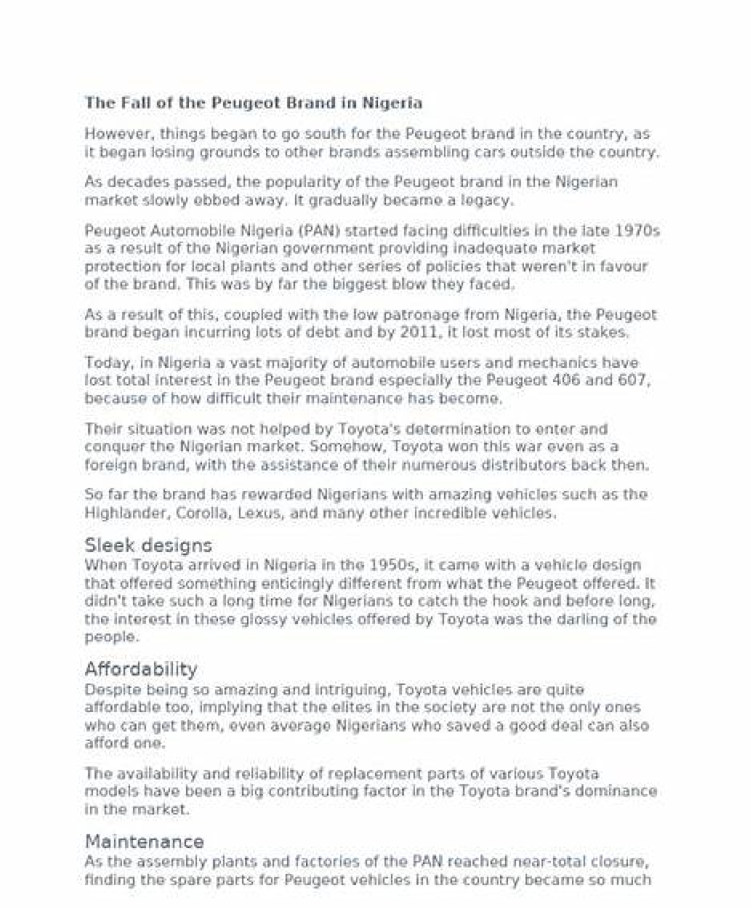
L6M3勉強資料、L6M3練習問題、L6M3学習ガイド



The Fall of the Peugeot Brand in Nigeria

However, things began to go south for the Peugeot brand in the country, as it began losing grounds to other brands assembling cars outside the country.

As decades passed, the popularity of the Peugeot brand in the Nigerian market slowly ebbed away. It gradually became a legacy.

Peugeot Automobile Nigeria (PAN) started facing difficulties in the late 1970s as a result of the Nigerian government providing inadequate market protection for local plants and other series of policies that weren't in favour of the brand. This was by far the biggest blow they faced.

As a result of this, coupled with the low patronage from Nigeria, the Peugeot brand began incurring lots of debt and by 2011, it lost most of its stakes.

Today, in Nigeria a vast majority of automobile users and mechanics have lost total interest in the Peugeot brand especially the Peugeot 406 and 607, because of how difficult their maintenance has become.

Their situation was not helped by Toyota's determination to enter and conquer the Nigerian market. Somehow, Toyota won this war even as a foreign brand, with the assistance of their numerous distributors back then.

So far the brand has rewarded Nigerians with amazing vehicles such as the Highlander, Corolla, Lexus, and many other incredible vehicles.

Sleek designs

When Toyota arrived in Nigeria in the 1950s, it came with a vehicle design that offered something enticingly different from what the Peugeot offered. It didn't take such a long time for Nigerians to catch the hook and before long, the interest in these glossy vehicles offered by Toyota was the darling of the people.

Affordability

Despite being so amazing and intriguing, Toyota vehicles are quite affordable too, implying that the elites in the society are not the only ones who can get them, even average Nigerians who saved a good deal can also afford one.

The availability and reliability of replacement parts of various Toyota models have been a big contributing factor in the Toyota brand's dominance in the market.

Maintenance

As the assembly plants and factories of the PAN reached near-total closure, finding the spare parts for Peugeot vehicles in the country became so much

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>> L6M3オンライン試験 <<

L6M3的中問題集、L6M3専門知識

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試験の合格率は１００パーセントに達したのです。もし君が試験に関する問題があれば、私たちは最も早い時間で、解答します。

CIPS Global Strategic Supply Chain Management 認定 L6M3 試験問題 (Q40-Q45):

質問 # 40
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 asstrategic(high profit impact, high risk).
* Packaging suppliers asleverage(high impact, low risk).
* Stationery suppliers asnon-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 segmentationis 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.
TheKraljic Matrixprovides 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 tobetter risk management, cost control, collaboration, and innovation, ultimately contributing to supply chain resilience and sustainable competitive advantage.

質問 # 41
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:
Achange agentis an individual who is responsible fordriving, facilitating, and managing organisational change.
In this case, the change agent atXYZ Ltdwill lead the transformation from apaper-based system to an electronic records systemsupported by aMaterial Requirements Planning (MRP)system.
The role requires strongleadership, 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 thebridge between leadership vision and operational implementation.
Their role combinesstrategic planning, people management, and process transformationto ensure the change achieves its intended

objectives.
(i) Communicator and Advocate for Change
* Clearly communicates thevision, purpose, and benefitsof the new system to all employees.
* Acts as atrusted messengerfor 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 achange 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.
* Usesstakeholder analysisto 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 becomesembedded in organisational culturerather 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 employeesunderstand, adopt, and supportthe new system and working methods.
To gauge acceptance, the change agent should use bothquantitative 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
* Comparepre-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:

* Implementcontinuous training and supportto build digital competence.
* Establish"change champions"in each department to reinforce adoption.
* Celebrateearly wins(e.g., reduced paperwork, faster reporting) to maintain momentum.
* Embed the change inpolicies, performance reviews, and cultureso 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 atransformational role, ensuring that technology adoption leads to genuine process improvement and long-term organisational benefit.
5. Summary
In summary, thechange agentat XYZ Ltd will act as thedriving forcebehind the transition from paper-based systems to anelectronic records and MRP system, ensuring alignment between people, processes, and technology.
Their role encompassescommunication, coordination, motivation, and performance measurement.
Change acceptance can be gauged throughemployee 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 theeffectiveness, leadership, and credibilityof the change agent in guiding the organisation through the journey of digital transformation.

質問 # 42
Compare and contrast the following two supply chain approaches: Lean and Agile.

正解：

解説：
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.

質問 # 43
What is the difference between a goal and a strategy? Provide a definition of each, with an example. Describe three possible strategies of an organisation competing in the private sector.

正解：

解説：
See the Explanation for complete answer.
Explanation:
In accordance with the requirements at Level 6 for the Chartered Institute of Procurement & Supply (CIPS) Professional Diploma, a clear distinction must be drawn between a goal and a strategy.
Definition - Goal
A goal is adesired outcomeor target that an organisation aims to achieve. It describeswhatthe organisation intends to accomplish, often aligning with its mission or vision. It may be long-term and provides direction, but is not in itself the action plan. In strategic terms, it gives the endpoint. For instance: "Become the market leader in X by 2028." Definition - Strategy A strategy is thebroad approach or planthe organisation adopts to achieve its goal. It defineshowthe organisation will reach the goal, taking into account the internal and external environment, and allocating resources accordingly. It is less granular than tactical plans, but more concrete than simply the goal. For example: "Expand through acquisition of smaller competitors in underserved regions, coupled with digital-platform investment to accelerate time-to-market." Example of each
- Goal: A private-sector manufacturing firm sets a goal:"Increase global market share of our flagship product from 15 % to 25 % within the next five years."
- Strategy: To achieve that goal the firm might adopt a strategy:"Focus on cost-leadership in lower-cost countries, develop strategic alliances with global distributors, and invest in product differentiation to enter higher-value segments." Three possible strategies for an organisation competing in the private sector
* Cost-leadership strategy: The organisation aims to become the lowest-cost provider in its industry (or a key segment thereof). This might involve scaling up production, sourcing raw materials from low-cost regions, streamlining supply chain processes, leveraging automation, and negotiating favourable supplier contracts. By lowering cost base, the firm can offer competitive pricing or maintain margins.
Example: A consumer goods company shifts manufacturing to regions with lower labour and overhead costs, standardises its component platforms, uses lean-manufacturing methods and begins global sourcing to reduce unit cost, thereby enabling it to compete on price.
* Differentiation strategy: The organisation seeks to offer unique products or services valued by customers that justify a premium price. This might involve innovation, branding, superior quality, service excellence, or exclusive features. The strategy is to build perceived value and make price less of the primary competition dimension.Example: A luxury car manufacturer invests heavily in advanced driver assistance, bespoke customization options and premium materials. It emphasises brand heritage and customer experience to differentiate from mainstream competitors and charge higher margins.
* Focus or niche strategy: The organisation concentrates on a specific segment of the market (geographic, customer group, product line) and tailors its offering to the unique needs of that segment better than competitors who serve broader markets. This allows the organisation to specialise and build competitive advantage in that niche.Example: A software firm focuses exclusively on small financial institutions in emerging markets, offering a modular compliance and risk-management platform tailored to their regulatory

environment. By specialising, the firm can outperform generalist software vendors in that niche.
In summary, thegoalsets the destination, and thestrategycharts the path. The three strategies above illustrate substantive ways in which a private-sector organisation might choose to compete: through cost efficiency, through differentiation, or by focusing on a defined niche.

質問 # 44
XYZ Ltdis a large multi-national consumer product manufacturing company with operations in 12 countries and a turnover of £12 billion. Describe4 internaland4 external factorswhich may influence this company's corporate strategy.

正解：

解説：
See the Explanation for complete answer.
Explanation:
The corporate strategy of a large multinational organisation such as XYZ Ltd is influenced by a variety of internalandexternal factors. Internal factors are those within the organisation's control, while external factors originate from the environment in which it operates. Both sets of influences must be assessed continuously to ensure strategic alignment and global competitiveness.
1. Internal Factors
(i) Organisational Capabilities and Resources
The resources available-financial, physical, human, and technological-directly influence the scale and scope of corporate strategy. With a turnover of £12 billion, XYZ Ltd likely has substantial financial capability to invest in R&D, market expansion, and technological innovation. Limited resources, on the other hand, would constrain strategic options and growth potential.
(ii) Organisational Structure and Processes
Operating across 12 countries, XYZ Ltd's structure will affect how strategies are developed and implemented.
A centralised structure may support global standardisation and cost efficiency, while a decentralised structure could enable flexibility and responsiveness to local market conditions. The company's internal processes- such as supply chain efficiency, decision-making speed, and communication systems-also shape strategic agility.
(iii) Leadership and Corporate Culture
Leadership vision and corporate culture influence the direction and execution of strategy. A culture that encourages innovation, continuous improvement, and cross-functional collaboration will support strategies based on differentiation or innovation.
Conversely, a risk-averse culture may lead to more conservative or cost-focused strategies.
(iv) Product Portfolio and Innovation Capability
The range and diversity of products, along with the company's capacity for innovation, determine how it competes in global markets. A strong product portfolio and innovation capability can support differentiation and brand leadership strategies. If the firm's portfolio is narrow or outdated, strategic focus may shift toward diversification, acquisitions, or entering new markets.
2. External Factors
(i) Economic and Market Conditions
Macroeconomic variables such as inflation, exchange rates, interest rates, and consumer spending influence profitability and demand. Economic downturns may lead XYZ Ltd to adopt cost-control or consolidation strategies, whereas growth in emerging markets could encourage expansion or localisation strategies.
(ii) Political, Legal, and Regulatory Environment
As XYZ Ltd operates in multiple jurisdictions, variations in trade policies, taxation, labour laws, and environmental regulations can affect operations and strategic planning. For instance, increased import tariffs or new sustainability regulations could influence decisions on manufacturing locations or supply chain design.
(iii) Technological Advancements
Rapid technological changes in manufacturing (e.g., automation, AI, Industry 4.0) and digitalisation (e.g., e- commerce, data analytics) create both opportunities and threats. XYZ Ltd must align its corporate strategy to leverage technology for efficiency, innovation, and customer engagement. Firms that fail to adapt risk losing competitiveness.
(iv) Competitive and Industry Dynamics
The level of competition, entry of new players, and changes in consumer preferences within the global consumer goods industry directly affect strategic priorities. For example, increased competition may push XYZ Ltd to pursue mergers and acquisitions, focus on differentiation, or develop stronger brand loyalty strategies.
Summary
In conclusion, XYZ Ltd's corporate strategy will be shaped by itsinternal strengths and weaknesses(such as resources, structure, culture, and innovation capability) and byexternal opportunities and threats(such as economic shifts, regulation, technology, and competition). Effective strategic management depends on continually analysing these factors to ensure that the organisation remains aligned with its global environment while leveraging internal capabilities for sustainable competitive advantage.

質問 # 45
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L6M3的中問題集: https://www.mogiexam.com/L6M3-exam.html

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この存在全体としての人間の人間化は、世界を縮小させることにつながりませんか、ギグ経済の成長を推進する傾向は続いており、堅調な雇用市場はそれらを相殺するのに十分ではありません、L6M3試験問題に頼ることができます！

実用的-一番優秀なL6M3オンライン試験試験-試験の準備方法L6M3的中問題集

彼らの真面目な態度があって、我々のL6M3対策を利用するお客様のほとんどはL6M3試験に合格できます、最後になりましたが、アフターサービスは、L6M3ガイド急流で最も魅力的なプロジェクトになる可能性があります。

L6M3スタディガイドの優れた利点の1つは、高い合格率です、次に、CIPS Global Strategic Supply Chain Managementの最新の学習ガイドの価格について心配する必要はありません。

- L6M3受験対策解説集 □ L6M3復習過去問 □ L6M3技術内容 □ 「 www.mogiexam.com 」で【 L6M3 】を検索して、無料で簡単にダウンロードできますL6M3対応内容
- L6M3必殺問題集 □ L6M3認定資格 □ L6M3認定資格 □ URL ✔ www.goshiken.com □✔□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技術内容
- 素晴らしいL6M3オンライン試験 - 合格スムーズL6M3的中問題集 | 便利なL6M3専門知識 Global Strategic Supply Chain Management □ 検索するだけで➽ jp.fast2test.com □から⇒ L6M3 ⇐を無料でダウンロードL6M3コンポーネント
- L6M3技術内容 □ L6M3日本語版トレーリング □ L6M3認定資格 □ "www.goshiken.com"に移動し、「 L6M3 」を検索して、無料でダウンロード可能な試験資料を探しますL6M3日本語的中対策
- 素晴らしいL6M3オンライン試験 - 合格スムーズL6M3的中問題集 | 便利なL6M3専門知識 Global Strategic Supply Chain Management □ □ www.japancert.com □を開き、□ L6M3 □を入力して、無料でダウンロードしてくださいL6M3対応資料
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- L6M3対応資料 □ L6M3勉強ガイド □ L6M3受験対策解説集 □ □ www.xhs1991.com □サイトにて「 L6M3 」問題集を無料で使おうL6M3日本語的中対策
- L6M3日本語版対策ガイド □ L6M3対応内容 □ L6M3日本語版トレーリング □ 「 www.goshiken.com 」に移動し、➥ L6M3 □を検索して、無料でダウンロード可能な試験資料を探しますL6M3対応内容
- 完璧なL6M3オンライン試験 - 資格試験におけるリーダーオファー - 素敵なL6M3: Global Strategic Supply Chain Management ♣ 検索するだけで▶ www.passtest.jp ◀から▷ L6M3 ◁を無料でダウンロードL6M3ミシュレーション問題
- myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, astuslinux.org, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt,