

CIPS L6M3 Exam | L6M3合格受験記 -パス安いL6M3: Global Strategic Supply Chain Management試験



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CIPS Global Strategic Supply Chain Management 認定 L6M3 試験問題 (Q28-Q33):

質問 # 28

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

正解:

解説:

See the Explanation for complete answer.

Explanation:

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

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

1. Internal Risks

(i) Process Risk

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

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

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

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

(ii) Resource Risk

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

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

(iii) Information and Systems Risk

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

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

(iv) Management and Governance Risk

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

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

2. External Risks

(i) Supplier Risk

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

This can interrupt production and increase procurement costs.

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

(ii) Political and Regulatory Risk

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

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

(iii) Environmental and Natural Disaster Risk

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

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

(iv) Market and Demand Risk

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

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

3. How a Supply Chain Manager Should Deal with Risks

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

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

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

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

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

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

Summary

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

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

質問 # 29

XYZ Ltd is a large hotel chain with 32 hotels located around the United Kingdom. It has traditionally allowed different hotel managers to run their own procurement and supply chain operations. The new CEO is considering adopting a Shared Services model. Describe what is meant by this and 3 models of Shared Services that could be adopted. Evaluate which strategy would be

best for the CEO to implement.

正解:

解説:

See the Explanation for complete answer.

Explanation:

A Shared Services Model refers to the centralisation and consolidation of common business functions- such as procurement, finance, HR, or IT - into a single, specialised service unit that serves multiple divisions or business locations within an organisation.

Instead of each hotel operating independently, shared services allow XYZ Ltd to standardise processes, reduce duplication, improve efficiency, and leverage economies of scale across all 32 hotels.

This approach transforms procurement and supply chain operations from fragmented, location-based management to a strategically coordinated and value-driven function that supports the entire organisation.

1. Meaning of a Shared Services Model

In a shared services environment:

- * Core operational functions are delivered from a central unit ("shared service centre") that provides services to multiple business units.

- * The focus is on process efficiency, cost savings, standardisation, and service quality.

- * It operates with a customer-service mindset, where internal stakeholders (e.g., hotel managers) are treated as clients.

For XYZ Ltd, this could mean establishing a central procurement and supply chain management function that handles supplier sourcing, contract management, and logistics for all hotels across the UK.

2. Three Models of Shared Services

There are several ways a shared services approach can be structured. The three most relevant models for XYZ Ltd are:

(i) Centralised Shared Services Model

Description:

All procurement and supply chain activities are managed from a single central location, such as a head office or shared service centre. Decision-making authority and operational control are consolidated.

Advantages:

- * Economies of scale through consolidated purchasing.

- * Standardised processes and policies across all hotels.

- * Strong governance and strategic alignment with corporate objectives.

- * Greater negotiation leverage with suppliers due to volume consolidation.

Disadvantages:

- * Reduced flexibility and responsiveness at local (hotel) level.

- * Risk of slower decision-making due to central approvals.

- * Potential disconnection from local supplier relationships and needs.

Example:

XYZ's central procurement team manages all contracts for food, cleaning supplies, maintenance, and IT services for every hotel.

(ii) Centre of Excellence (CoE) or Hybrid Model

Description:

A hybrid model combines centralised control with local flexibility.

Core strategic functions (such as supplier selection, contract negotiation, and category management) are centralised, while local hotel managers retain control over operational decisions (e.g., ordering and replenishment).

Advantages:

- * Balances efficiency with flexibility.

- * Local hotels benefit from strategic supplier arrangements but retain some autonomy.

- * Facilitates knowledge sharing and continuous improvement.

- * Encourages collaboration between central and local teams.

Disadvantages:

- * More complex governance structure.

- * Requires strong coordination and communication between central and local units.

Example:

The central team negotiates national contracts with key suppliers (e.g., food distributors, linen suppliers), while local hotels place orders within those contracts based on demand.

(iii) Outsourced Shared Services Model

Description:

Procurement and supply chain management functions are outsourced to an external service provider or specialist procurement organisation.

The external partner manages sourcing, contracting, and logistics on behalf of XYZ Ltd.

Advantages:

- * Access to specialist expertise, technology, and global supplier networks.

- * Reduced internal administrative burden.
- * Can lead to significant cost savings and process improvement.

Disadvantages:

- * Loss of control over internal processes and supplier relationships.
- * Risk of misalignment with company culture or service standards.
- * Dependency on third-party performance and contractual terms.

Example:

XYZ outsources procurement of non-core categories (e.g., office supplies, cleaning chemicals) to a procurement service company while retaining internal control of key strategic sourcing.

3. Evaluation of the Models

Model

Advantages

Disadvantages

Suitability for XYZ Ltd

Centralised

Strong cost savings, standardisation, and control

May reduce local responsiveness

Suitable for standard, high-volume items (e.g., toiletries, linens)

Hybrid (CoE)

Combines strategic alignment with local flexibility

Requires robust coordination

Best overall fit for mixed hotel operations

Outsourced

Access to expertise and scalability

Loss of control, dependence on third party

Suitable for non-core categories only

4. Recommended Strategy for XYZ Ltd

The Hybrid (Centre of Excellence) model would be the most suitable strategy for XYZ Ltd.

Justification:

- * It provides centralised control over key strategic procurement activities (e.g., supplier contracts, tendering, sustainability standards), ensuring consistency and cost savings.
- * At the same time, it allows local hotel managers to retain autonomy over day-to-day ordering, ensuring flexibility and responsiveness to customer needs.
- * It supports collaboration and knowledge sharing, enabling best practices to be transferred across locations.
- * The hybrid model aligns with the service-oriented nature of the hospitality industry, where local customer requirements and regional supplier availability can vary significantly.

Implementation Considerations:

- * Establish a central Shared Services Centre for procurement, supply chain analytics, and supplier management.
- * Introduce a standardised e-procurement system accessible to all hotel locations.
- * Define clear governance policies for which decisions are made centrally vs locally.
- * Develop KPIs (cost savings, service quality, supplier performance) to measure success.
- * Provide training for local managers to use shared systems effectively.

5. Strategic Benefits of Adopting a Shared Services Model

- * **Cost Efficiency:** Consolidation of purchases increases buying power and reduces duplication.
- * **Process Standardisation:** Consistent procurement practices improve compliance and control.
- * **Data Visibility:** Centralised data enables better analytics and supplier performance tracking.
- * **Strategic Focus:** Local managers can focus on customer service rather than administrative procurement.
- * **Scalability:** The model supports future growth, acquisitions, or expansion into new markets.

6. Summary

In summary, a Shared Services Model centralises common business functions to drive efficiency, consistency, and cost savings across multiple business units.

For XYZ Ltd, the most effective approach would be the Hybrid (Centre of Excellence) model, as it balances central strategic control with local operational flexibility - essential in the hotel industry.

By implementing this model, the CEO can achieve greater cost efficiency, standardisation, supplier leverage, and data transparency, while maintaining the agility needed to meet customer expectations across all 32 hotels.

質問 # 30

Describe THREE ways an organisation can match supply and demand.

正解:

解説:

See the Explanation for complete answer.

Explanation:

Matching supply and demand is one of the core challenges in supply chain management. It refers to the process of aligning production, inventory, and logistics capacity with customer demand to ensure that the right products are available at the right time - without creating shortages, excess stock, or unnecessary costs.

Effective alignment of supply and demand improves service levels, reduces waste, enhances profitability, and contributes to a more resilient and responsive supply chain.

Organisations can use various strategies to achieve this balance. The three most effective approaches are demand forecasting and planning, flexible supply and capacity management, and inventory management and buffering.

1. Demand Forecasting and Planning

Description:

Demand forecasting is the process of predicting future customer demand using historical data, market trends, and analytical models. It enables an organisation to plan production, procurement, and distribution proactively rather than reactively.

How It Helps Match Supply and Demand:

- * Provides a forward-looking view of customer needs, helping ensure that production and inventory levels align with expected sales.
- * Reduces the risk of stockouts or overproduction.
- * Supports cross-functional planning across sales, marketing, operations, and procurement.

Methods Used:

- * Quantitative Forecasting: Uses statistical techniques (e.g., time series, regression, moving averages).
- * Qualitative Forecasting: Uses expert judgement, market intelligence, and customer feedback.
- * Collaborative Planning, Forecasting and Replenishment (CPFR): A joint approach with key suppliers and customers to share information and coordinate replenishment.

Example:

A toy retailer analyses sales data from the previous five Christmas seasons to forecast seasonal peaks, allowing the company to plan production and logistics capacity in advance.

Elimination of Mismatch:

Accurate forecasting ensures supply chain decisions are driven by real demand patterns, improving service levels and reducing costs associated with excess stock or missed sales opportunities.

2. Flexible Supply and Capacity Management

Description:

Flexible supply and capacity management enables an organisation to adjust its production, labour, and sourcing levels quickly in response to fluctuations in demand.

This approach focuses on building agility into the supply chain so that it can scale up or down efficiently.

How It Helps Match Supply and Demand:

- * Allows quick response to short-term demand surges or declines.
- * Avoids bottlenecks and underutilisation by balancing resources with actual needs.
- * Reduces the risk of carrying unused capacity or inventory.

Techniques Used:

- * Flexible Manufacturing Systems (FMS): Modular production setups that can adapt to different product types and volumes.
- * Dual Sourcing Strategies: Maintaining multiple suppliers to enable rapid switching when demand changes.
- * Outsourcing and Subcontracting: Engaging third-party partners to expand capacity temporarily.
- * Workforce Flexibility: Using part-time or contract labour during peak periods.

Example:

A packaging company increases production capacity during holiday seasons by using contract manufacturers, ensuring that supply matches temporary spikes in demand.

Elimination of Mismatch:

By incorporating flexibility into its supply network, an organisation can manage variability efficiently, maintaining high service levels without the cost of permanent overcapacity.

3. Inventory Management and Buffering

Description:

Inventory acts as a buffer between fluctuating supply and demand. Effective inventory management ensures that stock levels are optimised - sufficient to meet demand but not excessive to the point of increasing costs or obsolescence.

How It Helps Match Supply and Demand:

- * Provides a cushion against variability in demand, lead times, or supply disruptions.
- * Enables consistent product availability even when production or delivery is delayed.
- * Balances the trade-off between holding costs and service level performance.

Techniques Used:

- * Safety Stock: Holding a reserve inventory to protect against demand or supply uncertainty.

- * Reorder Point Systems: Automatic replenishment based on real-time stock levels and demand rates.
- * ABC Inventory Classification: Focusing management attention on high-value or high-impact items.
- * Just-in-Time (JIT) and Kanban: Minimising stock while ensuring flow through controlled replenishment triggers.

Example:

A stationery supplier holds additional inventory of high-demand items like printer paper during the school year while maintaining leaner stock levels during quieter periods.

Elimination of Mismatch:

Properly balanced inventory reduces both stockouts (lost sales) and overstocking (waste and capital lock-up), maintaining alignment between supply and customer demand across varying conditions.

4. Integrated Planning and Collaboration (Supporting Element)

Although the question asks for three methods, it is important to note that these approaches are most effective when combined through Sales and Operations Planning (S&OP)- a structured, cross-functional process that integrates demand forecasting, supply capacity planning, and inventory management.

This ensures that all departments within the organisation are working toward a single, aligned plan for balancing supply and demand.

5. Summary

In summary, matching supply and demand requires a strategic, data-driven, and flexible approach.

The three key methods are:

- * Demand Forecasting and Planning- to anticipate customer needs accurately.
- * Flexible Supply and Capacity Management- to adjust resources in response to demand variation.
- * Inventory Management and Buffering- to balance short-term mismatches and ensure continuity of service.

When integrated within a structured S&OP framework, these methods enable organisations to maintain operational efficiency, customer satisfaction, and financial stability, even in volatile market environments.

質問 # 31

XYZ is an online clothes retailer with no physical stores. Customers place orders which are picked up by warehouse staff and transferred to a logistics company for delivery. Customers are able to return clothes they do not like or that do not fit free of charge. XYZ has had success in the UK market and is planning to expand to the USA. Discuss SIX factors that XYZ should consider when determining the number and location of operating facilities in the USA.

正解:

解説:

See the Explanation for complete answer.

Explanation:

For an online retailer like XYZ Ltd, determining the number and location of operating facilities (such as warehouses, distribution centres, and return-processing hubs) is a strategic supply chain decision that directly impacts service levels, delivery speed, logistics costs, and customer satisfaction.

The USA's large geographic area, diverse customer base, and regional differences in infrastructure, regulation, and logistics capacity make this decision particularly complex.

To ensure efficient market entry and long-term success, XYZ must carefully consider six key factors when deciding how many facilities to establish and where to locate them.

1. Customer Location and Demand Distribution

Description:

Customer proximity is one of the most critical determinants of facility location.

Since XYZ operates purely online, customer demand patterns will dictate where facilities should be placed to optimise delivery speed and cost.

Considerations:

- * Analyse geographic demand concentration- identifying high-density population centres (e.g., New York, Los Angeles, Chicago).
- * Consider e-commerce behaviour- certain regions may have higher online shopping penetration.
- * Evaluate delivery lead time expectations, especially with the rise of next-day and same-day delivery services.

Impact:

Locating warehouses closer to major customer hubs reduces transportation time and cost, improves delivery performance, and enhances customer satisfaction.

Example:

Amazon's distribution strategy includes multiple fulfilment centres across key U.S. states to serve 90% of the population within two days.

2. Transportation and Logistics Infrastructure

Description:

Efficient logistics networks are vital for online retailers that rely on third-party carriers for outbound deliveries and returns.

Facility locations must be chosen to maximise connectivity to major transport routes and logistics partners.

Considerations:

- * Proximity to major highways, ports, airports, and rail terminals for fast inbound and outbound transportation.
- * Availability and performance of logistics service providers (3PLs) in the area.
- * Cost and reliability of shipping to different regions of the USA.

Impact:

Strong transport infrastructure ensures quick delivery, lower shipping costs, and reliable returns management - essential for maintaining competitiveness in online retail.

Example:

A warehouse located near Atlanta (a major logistics hub) allows rapid distribution to the East Coast and Midwest regions.

3. Labour Availability and Cost

Description:

Operating an online retail warehouse requires a reliable and skilled workforce for picking, packing, returns handling, and logistics coordination.

Labour costs and availability vary significantly across U.S. states.

Considerations:

- * Availability of skilled warehouse and logistics labour in target regions.
- * Wage rates, overtime costs, and local labour laws.
- * Seasonal labour flexibility (e.g., for peak seasons such as holidays).

Impact:

Regions with a good supply of affordable labour will reduce operational costs and improve efficiency. However, choosing areas with labour shortages may lead to recruitment challenges or higher turnover.

Example:

Midwestern states like Ohio and Indiana offer lower labour costs compared to major cities like San Francisco or New York.

4. Cost and Availability of Land and Facilities

Description:

The cost of real estate and availability of industrial space will influence both the number and location of facilities.

Considerations:

- * Land and warehouse rental costs differ greatly between urban and rural areas.
- * Proximity to key urban centres must be balanced with real estate affordability.
- * Zoning regulations, building permits, and tax incentives offered by local governments.

Impact:

Establishing facilities in lower-cost areas can reduce fixed costs, but being too remote may increase transport times and costs. An optimal balance between land cost and logistics efficiency must be achieved.

Example:

Locating distribution centres on the outskirts of major cities (e.g., Dallas-Fort Worth or Chicago suburbs) allows access to urban markets at a lower cost.

5. Returns and Reverse Logistics Management

Description:

Returns are a critical aspect of online fashion retail. XYZ's policy of free returns requires efficient reverse logistics operations to handle large volumes of returned products.

Considerations:

- * Proximity of return centres to major customer locations to minimise return lead times.
- * Integration with carriers that can manage reverse logistics flow efficiently.
- * Facilities must be equipped for inspection, repackaging, and restocking returned items.

Impact:

Well-planned reverse logistics facilities enhance customer satisfaction, reduce turnaround times, and minimise losses from unsellable stock.

Strategically locating return centres near high-volume sales regions can reduce costs and improve sustainability.

Example:

Zalando and ASOS operate regional return hubs in Europe to ensure fast processing and resale of returned garments.

6. Market Entry Strategy and Future Scalability

Description:

XYZ should plan facility locations not only for immediate operations but also for future expansion as the business grows. The U.S. market may initially require a limited number of regional facilities that can scale over time.

Considerations:

- * Begin with a centralised fulfilment centre to serve early U.S. operations, followed by regional hubs as sales increase.
- * Assess state-level incentives (e.g., tax reliefs, grants) for locating in specific regions.
- * Consider technology infrastructure (e.g., automation readiness, digital connectivity).

Impact:

Scalable and flexible facility planning supports long-term growth and adaptability to changes in demand or logistics trends.

Example:

A phased approach - starting with one central warehouse in the Midwest, expanding later to the East and West Coasts as demand grows.

7. Additional Factors (Supporting Considerations)

Although the six factors above are primary, XYZ should also consider:

- * Political and economic stability of chosen states.
- * Environmental and sustainability policies (e.g., carbon footprint from transport).
- * Legal and regulatory compliance (e.g., customs, data protection, safety standards).
- * Proximity to suppliers and import hubs if goods are sourced internationally.

8. Evaluation and Recommendations

Factor

Strategic Impact

Key Considerations

Customer Demand

High

Delivery speed, proximity to customers

Transportation Infrastructure

High

Connectivity, 3PL performance

Labour Availability

Medium

Cost, skill level, flexibility

Land & Facility Cost

Medium

Rent, taxes, zoning

Reverse Logistics

High

Returns volume, processing speed

Scalability

High

Long-term flexibility and growth potential

Recommended Strategy:

XYZ should adopt a phased regional facility strategy:

- * Start with one central U.S. fulfilment centre (e.g., Midwest - near Chicago or Memphis) for national coverage.
- * Expand to regional hubs (East and West Coasts) as customer demand grows.
- * Establish specialised returns processing facilities close to high-volume markets to enhance customer satisfaction and sustainability.

9. Summary

In summary, determining the number and location of facilities is a strategic decision that must balance cost efficiency, customer service, and scalability.

For XYZ's U.S. expansion, six key factors should guide decision-making:

- * Customer location and demand distribution
- * Transportation and logistics infrastructure
- * Labour availability and cost
- * Land and facility cost and availability
- * Reverse logistics management
- * Scalability and future growth potential

By analysing these factors comprehensively and aligning them with corporate objectives, XYZ can design a cost-effective, agile, and customer-focused U.S. logistics network, positioning itself for sustainable success in a highly competitive online retail market.

質問 # 32

Discuss the impact of globalisation on supply chains.

正解:

解説:

See the Explanation for complete answer.

Explanation:

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

While globalisation has brought significant opportunities for efficiency, market access, and innovation, it has also introduced new

complexities, risks, and ethical responsibilities that supply chain managers must manage strategically.

1. Positive Impacts of Globalisation on Supply Chains

(i) Access to Global Markets and Customers

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

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

(ii) Global Sourcing and Cost Advantages

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

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

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

(iii) Specialisation and Economies of Scale

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

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

(iv) Technological Integration and Digital Connectivity

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

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

(v) Innovation and Knowledge Transfer

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

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

2. Negative Impacts of Globalisation on Supply Chains

(i) Increased Supply Chain Complexity

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

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

(ii) Exposure to Political and Economic Risks

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

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

(iii) Supply Chain Disruptions and Vulnerability

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

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

(iv) Environmental Impact

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

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

(v) Ethical and Social Challenges

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

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

(vi) Supply Chain Visibility and Control Issues

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

3. Strategic Responses to Globalisation

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

(i) Regionalisation and Nearshoring

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

(ii) Supplier Diversification and Risk Management

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

(iii) Investment in Digital Supply Chain Technology

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

(iv) Sustainability and Ethical Sourcing Initiatives

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

(v) Strategic Collaboration and Relationship Management

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

4. Advantages and Disadvantages Summary

Advantages
Disadvantages
Access to global suppliers and customers
Greater risk exposure (political, economic, environmental)
Lower production and sourcing costs
Longer, more complex supply chains
Innovation and knowledge exchange
Visibility and ethical compliance challenges
Economies of scale
Environmental impact from global logistics
Diversification and growth
Increased disruption risk from global events

5. Summary

In summary, globalisation has profoundly reshaped supply chain management. It has expanded market opportunities, improved efficiency, and driven innovation - but at the same time introduced complexity, ethical challenges, and risk exposure. To succeed in a globalised world, supply chain professionals must adopt strategic, technology-enabled, and sustainable approaches that balance cost efficiency with resilience and corporate responsibility. Effective global supply chains are those that are integrated, transparent, agile, and ethical, ensuring long-term competitiveness in an increasingly interconnected world.

質問 # 33

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試験の準備方法-権威のあるL6M3合格受験記試験-効率的なL6M3資格準備

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- 認定するL6M3合格受験記試験-試験の準備方法-権威のあるL6M3資格準備 □ ウェブサイト □ jp.fast2test.com □を開き、⇒ L6M3 ⇐を検索して無料でダウンロードしてくださいL6M3出題範囲
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