

# L6M3日本語版試験解答 & L6M3日本語参考

3. 次の夢
- それから、村を離れていた若者たちが村に残り、くだもの作りに参加し始めるようになった。
  - 「くだものをジュースにすれば」とか「工場を作れば、寒いときでも、仕事ができる」と話し合うようになった。
  - あと2年ぐらいでジュース工場ができる。
4. 新しい夢と村に根づいた考え
- 貧しさから抜け出すためには、自分たちが努力するよりほかはないという考えが村の人に根づいた。
  - 話している人たちも、「豊かになる」というのがどういふことが、自分たちの問題として考えるようになり、支援を続けることになった。

## 練習しましょう

- I. 1. ①質問 ②貧しい ③恵まれ ④未来 2. ⑤豊か ⑥素直 ⑦熱心  
3. ⑧連絡 ⑨差し上げる ⑩可能性  
4. ①かんきょう ②けいかく ③せいじか ④うったえた  
5. ⑤みうち ⑥きょういく ⑦まんぞく ⑧えがお  
6. ⑨うら ⑩みたさ ⑪こうりゅう ⑫しせつ  
7. ⑬せんたくし ⑭かがやかせて ⑮むね ⑯かくして
- II. 1. 目に(して) 2. 夢を(追う) 3. 連絡を(受けて)  
4. (手)を差し伸べる 5. (胸)が痛む 6. (やって)みましょう
- III. 1. 体験(を) 私たち(に)語ろう  
2. 子供たち(と)日本語(で)交流できたこと(に)満足して  
3. 友達(と)夢(を)語り合った 4. 見えない所(で)努力して 伸び(に)  
5. 講演会(で) 豊かさばかり(を)求めてきた日本のあり方(を) 会場の人(に)
- IV. 1. 裏に(隠された) 2. (恵まれた)環境 (満たされ)ない 3. (働き)づめ  
4. 教育を(受けない) 生活から(抜け出す) 5. (かなわない)夢を(追って)いる
- V. 1. このような貧しい環境では、多くの人が大学に行くことは、まず考えられないだろう。  
2. このような働きづめの生活では、主人が子供と遊びに出かけることは、まず実現しないだろう。  
3. 台風が来ている状況では、子供があした公園へ行くことは、まず無理だろう。  
4. 今の体の状態では、夫が来週から仕事を始めることは、まず無理だろう。  
5. 今の日本の経済状況や娘の年齢では、娘が違う仕事をするのは、まず難しいだろう。

## 読んでみましょう

- I. 1. (×) 2. (○) 3. (○) 4. (×) 5. (×) 6. (○) 7. (×) 8. (×)

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>> L6M3日本語版試験解答 <<

試験の準備方法-効率的なL6M3日本語版試験解答試験-信頼的なL6M3日

## 本語参考

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## CIPS Global Strategic Supply Chain Management 認定 L6M3 試験問題 (Q15-Q20):

### 質問 # 15

How can supply chain data help ensure the matching of supply and demand?

#### 正解:

#### 解説:

See the Explanation for complete answer.

#### Explanation:

In modern supply chain management, data plays a critical role in aligning supply with demand by providing visibility, accuracy, and predictive insights across the end-to-end value chain.

Matching supply and demand means ensuring that the right products are available in the right quantity, at the right time, and in the right place- without incurring excess costs or shortages.

By collecting, analysing, and sharing accurate supply chain data, organisations can anticipate market fluctuations, plan production and inventory more effectively, and improve responsiveness to customer needs.

#### 1. The Role of Supply Chain Data in Matching Supply and Demand

Supply chain data refers to the information generated and exchanged throughout the supply chain, including:

- \* Sales and customer demand data,
- \* Supplier lead times,
- \* Inventory levels,
- \* Production capacity,
- \* Transportation and logistics performance, and
- \* Market and environmental factors.

When analysed effectively, this data supports demand forecasting, inventory optimisation, production planning, and collaboration- all of which are vital to balancing supply and demand.

#### 2. Ways Supply Chain Data Ensures the Matching of Supply and Demand

Below are four key ways that data enables this alignment.

##### (i) Enhances Demand Forecasting and Planning

#### Description:

Supply chain data, particularly from sales and customer orders, allows organisations to predict future demand with greater accuracy. By analysing historical sales trends, seasonal patterns, and market behaviour, companies can forecast demand and adjust production and procurement plans accordingly.

#### Example:

A toy manufacturer uses real-time sales data from retail partners to forecast increased demand for certain products during the Christmas season.

#### Impact:

- \* Reduces stockouts and lost sales.
- \* Minimises overproduction and excess inventory.
- \* Improves production scheduling and supplier coordination.

#### Data Sources:

Point-of-sale (POS) systems, customer relationship management (CRM) systems, and historical sales records.

##### (ii) Enables Real-Time Inventory and Production Visibility

#### Description:

Accurate, up-to-date inventory data across warehouses, factories, and retail outlets ensures that supply is visible and aligned with demand in real time.

This enables quick decision-making regarding replenishment, transfers, and production adjustments.

#### Example:

An MRP (Material Requirements Planning) system integrates supplier and production data to show available raw materials and finished goods, allowing production to match current demand.

#### Impact:

- \* Prevents both shortages and overstocking.
- \* Supports lean inventory management.
- \* Increases responsiveness to changes in customer orders.

Data Tools:

Enterprise Resource Planning (ERP) systems, Warehouse Management Systems (WMS), and Inventory Management dashboards.

(iii) Supports Collaboration Across the Supply Chain

Description:

When data is shared between supply chain partners - suppliers, manufacturers, logistics providers, and retailers - it fosters collaborative planning and better synchronisation of activities.

This collaborative sharing is the foundation of models such as Collaborative Planning, Forecasting and Replenishment (CPFR), where supply and demand information is jointly analysed and used for coordinated decision-making.

Example:

A retailer shares weekly sales data with a supplier, enabling the supplier to plan production runs and deliveries more accurately to meet store demand.

Impact:

- \* Reduces the "bullwhip effect," where small demand changes at the customer level cause large fluctuations upstream.
- \* Improves supplier reliability and service levels.
- \* Builds stronger, trust-based supply chain relationships.

Data Tools:

Shared data portals, cloud-based supply chain visibility platforms, and EDI (Electronic Data Interchange).

(iv) Facilitates Predictive and Prescriptive Analytics

Description:

Advanced data analytics - including AI (Artificial Intelligence), Machine Learning (ML), and predictive algorithms - allow supply chains to anticipate future demand shifts and recommend optimal responses.

Example:

Predictive analytics can forecast an increase in toy demand due to social media trends, while prescriptive analytics recommends optimal production quantities and distribution plans.

Impact:

- \* Improves demand accuracy and responsiveness.
- \* Reduces waste and costs associated with reactive decision-making.
- \* Enhances strategic agility and competitiveness.

Data Tools:

Big Data Analytics platforms, IoT (Internet of Things) sensors, and cloud-based analytics dashboards.

### 3. Benefits of Using Supply Chain Data for Demand-Supply Alignment

Benefit Area

Description

Efficiency

Streamlines production and distribution to match actual demand.

Cost Reduction

Minimises waste, overproduction, and inventory carrying costs.

Customer Service

Improves order fulfilment accuracy and delivery reliability.

Agility

Enables rapid response to changes in demand or disruptions in supply.

Collaboration

Strengthens relationships and transparency across the supply chain.

By harnessing accurate data, organisations can move from reactive to proactive supply chain management, improving both operational and strategic outcomes.

### 4. Challenges in Using Data Effectively

Despite its benefits, using supply chain data to match supply and demand poses challenges such as:

- \* Data silos across departments or systems.
- \* Poor data quality or inconsistency.
- \* Lack of real-time visibility due to disconnected systems.
- \* Resistance to data sharing between supply chain partners.

To overcome these, organisations must invest in data integration technologies, implement data governance frameworks, and promote a collaborative culture of information sharing.

### 5. Summary

In summary, supply chain data is the foundation for balancing supply and demand, providing the visibility and insight needed for accurate forecasting, efficient inventory management, and agile decision-making.

Through effective use of data:

- \* Demand can be anticipated through forecasting.

- \* Supply can be adjusted dynamically based on real-time visibility, and
- \* All stakeholders can collaborate to ensure product availability and customer satisfaction.

By leveraging digital tools such as ERP, MRP, and predictive analytics, organisations like XYZ Ltd can transform their supply chains into data-driven, demand-responsive networks, ensuring that supply and demand remain in perfect alignment.

## 質問 # 16

Explain what is meant by knowledge transfer.

正解:

解説:

See the Explanation for complete answer.

Explanation:

Knowledge transfer refers to the systematic process of sharing information, expertise, skills, and best practices from one individual, team, department, or organisation to another in order to improve performance, innovation, and decision-making.

It ensures that critical knowledge - whether technical, procedural, or experiential - is not lost but is used to strengthen organisational capability, continuity, and competitive advantage.

In essence, knowledge transfer enables an organisation to turn individual or tacit knowledge into collective organisational knowledge.

### 1. Definition and Concept

Knowledge transfer is a central concept in knowledge management, which focuses on the creation, sharing, and utilisation of knowledge to achieve business objectives.

It can occur:

- \* Internally- between employees, departments, or business units.
- \* Externally- between organisations and their supply chain partners, customers, or consultants.

Effective knowledge transfer ensures that expertise is shared, retained, and reused, supporting continuous improvement and innovation.

### 2. Types of Knowledge in Knowledge Transfer

Knowledge can be broadly classified into two categories, both essential in the transfer process:

#### (i) Tacit Knowledge

- \* Personal, experience-based, and often difficult to formalise or document.
- \* Includes intuition, judgement, skills, and insights gained through practical experience.
- \* Typically transferred through direct interaction, mentoring, or shared practice.

Example:

An experienced supply chain manager teaching a new employee how to negotiate effectively with suppliers by demonstrating and guiding in real scenarios.

#### (ii) Explicit Knowledge

- \* Formalised and codified knowledge that can be easily documented and shared.
- \* Includes written policies, manuals, databases, reports, and standard operating procedures (SOPs).

Example:

A company maintaining a central digital database of procurement procedures, supplier evaluations, and contract templates for all employees to access.

### 3. Importance of Knowledge Transfer in Business

Knowledge transfer plays a crucial role in organisational success for several reasons:

#### (i) Prevents Knowledge Loss

When key employees retire or leave the organisation, valuable knowledge can be lost.

Effective knowledge transfer ensures continuity through documentation, mentoring, and succession planning.

#### (ii) Enhances Organisational Learning

By sharing lessons learned and best practices, knowledge transfer helps the organisation to learn from successes and failures, leading to continuous improvement.

#### (iii) Promotes Innovation and Collaboration

Collaborative knowledge sharing encourages creativity and innovation by combining diverse ideas and expertise.

#### (iv) Improves Efficiency and Decision-Making

Access to accurate and relevant information enables faster and more informed decisions, reducing duplication of effort and errors.

#### (v) Strengthens Supply Chain Relationships

When organisations share knowledge with suppliers and partners (e.g., through joint training or performance reviews), it improves coordination, quality, and long-term collaboration.

### 4. Methods of Knowledge Transfer

Different methods are used depending on the type of knowledge and organisational culture:

Method

Description

## Example

### Training and Mentoring

Experienced staff coach or mentor newer employees.

A senior buyer mentoring a junior in contract negotiation.

### Documentation and Manuals

Formal written procedures, templates, and case studies.

Procurement manuals or supplier evaluation checklists.

### Knowledge Management Systems (KMS)

IT systems storing and sharing data and insights.

Shared databases, intranets, or collaboration tools like SharePoint.

### Workshops and Communities of Practice

Forums for sharing expertise across departments.

Monthly supply chain meetings to share lessons learned.

### Job Rotation and Cross-Functional Projects

Exposes employees to different functions to enhance understanding.

Moving logistics staff into procurement roles temporarily.

### After-Action Reviews (AARs)

Reviewing completed projects to capture lessons learned.

Post-project debriefs documenting best practices and challenges.

## 5. Barriers to Effective Knowledge Transfer

Despite its importance, knowledge transfer often faces challenges, including:

\* Cultural resistance: Employees may fear losing power by sharing knowledge.

\* Lack of systems or structure: No formal mechanism for documentation or sharing.

\* Time constraints: Employees prioritise operational tasks over knowledge sharing.

\* Loss of tacit knowledge: Difficult to capture or codify intuitive, experience-based skills.

To overcome these, organisations should:

\* Build a knowledge-sharing culture based on trust and collaboration.

\* Recognise and reward employees who contribute to knowledge sharing.

\* Use technology platforms to make information accessible and up to date.

\* Embed knowledge transfer into onboarding, training, and project closure activities.

## 6. Strategic Value of Knowledge Transfer

Effective knowledge transfer contributes to:

\* Organisational Resilience: Retains critical know-how during staff turnover or change.

\* Innovation Capability: Encourages creative problem-solving and cross-functional collaboration.

\* Operational Consistency: Ensures best practices are applied organisation-wide.

\* Supply Chain Excellence: Facilitates stronger collaboration with suppliers and partners.

\* Sustainable Competitive Advantage: Builds a culture of learning and continuous improvement.

## 7. Summary

In summary, knowledge transfer is the process of sharing and disseminating expertise, information, and experience within and across organisations to improve performance, innovation, and decision-making.

It involves both tacit and explicit knowledge and can be achieved through mentoring, documentation, technology systems, and collaborative learning practices.

By embedding effective knowledge transfer into its culture and systems, an organisation can build resilience, agility, and long-term strategic capability, ensuring that valuable knowledge remains a shared corporate asset rather than an individual possession.

## 質問 # 17

XYZ Ltd is a manufacturer of cleaning products whose products are sold at a large retailer called ABC.

ABC is a supermarket with 300 stores around the UK. There is a good relationship between the two organisations and they wish to work together to increase sales. Explain TWO collaborative practices the manufacturer and retailer could engage in to achieve this aim.

### 正解:

### 解説:

See the Explanation for complete answer.

### Explanation:

Collaboration between manufacturers and retailers is a strategic approach that aims to create mutual value through shared information, coordinated processes, and aligned goals.

For XYZ Ltd (the manufacturer) and ABC (the retailer), collaboration can lead to increased sales, improved efficiency, enhanced

customer satisfaction, and stronger market competitiveness.

Two effective collaborative practices they could adopt are Collaborative Planning, Forecasting and Replenishment (CPFR) and Joint Marketing and Product Development Initiatives.

### 1. Collaborative Planning, Forecasting and Replenishment (CPFR)

Description:

CPFR is a structured, information-sharing process where supply chain partners - in this case, XYZ Ltd and ABC - jointly plan key business activities such as sales forecasts, promotions, inventory replenishment, and production scheduling.

The goal is to improve visibility, accuracy, and coordination across the supply chain to ensure products are available when and where customers need them.

How It Works:

- \* Both parties share sales data, inventory levels, and promotion calendars in real time.
- \* Forecasts are developed collaboratively, reducing duplication and inconsistencies between manufacturer and retailer plans.
- \* XYZ Ltd adjusts its production schedules based on ABC's sales and inventory data, ensuring availability while minimising stockouts or overstocks.
- \* ABC benefits from better replenishment accuracy and improved product availability in stores.

Benefits:

- \* Increased Sales and Availability: Fewer stockouts and better on-shelf availability increase sales opportunities.
- \* Reduced Inventory Costs: Improved forecast accuracy reduces safety stock and excess inventory.
- \* Stronger Relationship: Trust and data transparency enhance long-term strategic alignment.
- \* Improved Responsiveness: The supply chain reacts faster to demand changes, promotions, or seasonal spikes.

Example:

When ABC plans a nationwide promotion on XYZ's cleaning products, the two companies collaborate on demand forecasting and production planning.

XYZ ensures sufficient stock is distributed to each regional distribution centre, while ABC adjusts store-level replenishment to match anticipated demand.

### 2. Joint Marketing and Product Development Initiatives

Description:

Joint marketing and product development involve both organisations working together to create, promote, or enhance products and marketing campaigns that drive consumer interest and loyalty.

This form of collaboration leverages the manufacturer's product knowledge and the retailer's market insights to develop offerings that appeal to customers and increase sales for both parties.

How It Works:

- \* Jointly develop co-branded promotional campaigns (e.g., "Clean & Shine Week" featuring XYZ products in ABC stores).
- \* Share customer data and insights to identify emerging needs and develop new cleaning products or packaging formats.
- \* Collaborate on in-store placement and merchandising to optimise visibility - e.g., special displays or end-of-aisle promotions.
- \* Conduct joint product trials or sampling to attract new customers and encourage repeat purchases.

Benefits:

- \* Sales Growth: Joint promotions and new product launches stimulate customer demand and brand loyalty.
- \* Market Differentiation: Co-developed products or exclusive lines strengthen both partners' competitive positioning.
- \* Efficient Resource Use: Shared marketing costs reduce expenditure for both parties.
- \* Customer Engagement: Collaborative campaigns enhance brand image and customer experience.

Example:

XYZ and ABC could co-create an exclusive "Eco-Clean" product line - environmentally friendly cleaning products available only at ABC stores.

Both companies could share marketing costs and jointly promote the range through store displays, digital marketing, and loyalty programs.

### 3. Strategic Value of Collaboration

Implementing these collaborative practices aligns both organisations' objectives by:

- \* Creating a win-win partnership focused on long-term growth.
- \* Increasing visibility and information flow across the supply chain.
- \* Building customer loyalty through improved availability and innovation.
- \* Enhancing efficiency by reducing waste, duplication, and misalignment.

Such collaboration moves the relationship from a transactional arrangement to a strategic alliance, improving both profitability and competitive advantage.

### 4. Summary

In summary, Collaborative Planning, Forecasting and Replenishment (CPFR) and Joint Marketing and Product Development Initiatives are two effective practices that XYZ Ltd and ABC can adopt to increase sales and strengthen their partnership.

- \* CPFR ensures operational efficiency and better alignment of supply with customer demand.
- \* Joint marketing and product development drive consumer engagement, innovation, and differentiation in the market.

By combining data-driven collaboration with creative joint initiatives, XYZ and ABC can build a strategic, mutually beneficial relationship that enhances performance across the entire supply chain.

## 質問 # 18

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 # 19

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 a desired outcome or target that an organisation aims to achieve. It describes what the 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 the broad approach or plan the organisation adopts to achieve its goal. It defines how the 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, the goal sets the destination, and the strategy charts 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 #20

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マジかああああ、すると、譲さんが軽く頭突きをしてきた、一部の候補者は、自社のL6M3ソフトウェアテストシミュレーターを購入する場合があります、知識を効果的かつ迅速に、L6M3認定試験に一発合格できる保障を得たいなら、CertJukenのL6M3問題集はあなたにとってユニークな、しかも最良の選択です。

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