



Certified in Planning and Inventory Management

Analysis for Functional and Operational Strategies



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Analysis for Functional and Operational Strategies

1. Functional Strategy Definition

Functional strategies define how each department (operations, marketing, finance, HR, etc.) supports the organization's overall strategy. In CPIM, this translates to aligning production, inventory, and logistics decisions with business objectives. Each function sets goals, policies, and action plans that ensure consistent direction and performance improvement.

2. Operational Strategy Definition

Operational strategies translate functional goals into executable, day-to-day activities. These strategies deal with scheduling, capacity, inventory levels, and process optimization. In CPIM, operational strategy ensures that planning and execution processes—like MRP and S&OP—deliver the performance outcomes expected by higher-level strategies.

3. Strategy Hierarchy

Strategy operates at three levels: corporate, business, and functional/operational. Understanding how these interact ensures proper alignment from boardroom strategy to shop-floor execution. CPIM professionals must translate corporate objectives into measurable production and inventory goals at the operational level.

4. Cross-Functional Integration

Cross-functional integration ensures that various departments—such as operations, marketing, and procurement—work cohesively toward shared objectives. It

minimizes silos, enhances coordination, and improves decision-making. CPIM learners must recognize the role of integrated planning tools like ERP and S&OP in facilitating this integration.

5. SWOT Analysis at Functional Level

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis at the functional level identifies internal capabilities and external pressures specific to each department. In CPIM, this helps production or inventory teams pinpoint resource limitations, technology gaps, and opportunities for process enhancement.

6. Value Chain Analysis

Value chain analysis examines how each activity adds value to the customer and organization. It identifies cost drivers and areas for improvement in procurement, manufacturing, and distribution. CPIM professionals use value chain analysis to strengthen process efficiency and competitive positioning.

7. Core Competencies

Core competencies are the unique capabilities that give an organization a strategic advantage. Identifying and leveraging these competencies—such as manufacturing excellence or forecasting accuracy—guides functional strategy formulation. In CPIM, focusing on these strengths ensures differentiation and operational consistency.

8. Operations Strategy Framework

Operations strategy defines how production capabilities support overall goals. It focuses on process design, quality

management, capacity, and flexibility. CPIM candidates must understand how operational decisions influence cost, delivery, and responsiveness—the three pillars of supply chain competitiveness.

9. Manufacturing Strategy

Manufacturing strategy involves selecting the right process types, layout, and technologies to meet customer and business needs. It covers make-to-stock, make-to-order, and engineer-to-order environments. CPIM professionals use this analysis to balance efficiency and responsiveness in production systems.

10. Capacity Strategy

Capacity strategy ensures the right amount of production capability is available when needed. It involves long-term forecasting, facility planning, and resource scheduling. In CPIM, aligning capacity with demand is critical to maintaining service levels and cost efficiency.

11. Inventory Strategy

Inventory strategy defines how stock is managed to balance cost, risk, and service. It includes policies for safety stock, reorder points, and inventory classification (ABC). CPIM professionals must align inventory strategy with customer service objectives and demand variability.

12. Procurement and Sourcing Strategy

Procurement strategy determines how suppliers are selected, evaluated, and managed. It balances cost, quality, and reliability through sourcing policies such as single, multiple, or global sourcing. In CPIM, this strategy affects

material availability, lead time, and supply risk management.

13. Logistics and Distribution Strategy

Logistics strategy focuses on the movement and storage of goods to meet customer requirements efficiently. It includes network design, transportation mode selection, and warehouse operations. For CPIM candidates, understanding logistics strategy is key to maintaining customer satisfaction and cost control.

14. Quality Strategy

Quality strategy sets standards for ensuring products meet customer and regulatory expectations. It includes frameworks such as Total Quality Management (TQM), Six Sigma, and ISO systems. CPIM learners must see how quality objectives are built into planning, scheduling, and supplier management.

15. Technology and Automation Strategy

Technology strategy addresses how digital tools and automation enhance operational efficiency. In CPIM, this includes ERP, APS (Advanced Planning Systems), IoT, and AI-based forecasting. Aligning technology with functional objectives boosts productivity, data accuracy, and decision speed.

16. Human Resource Strategy

Human resource strategy ensures that workforce skills, motivation, and capacity align with operational needs. For CPIM, this includes training planners, operators, and analysts to use planning systems effectively. HR strategy

supports capability building and continuous improvement in operations.

17. Financial Analysis for Operations

Functional and operational strategies must be financially viable. Cost-benefit analysis, ROI, and break-even studies help assess decisions related to inventory, capacity, and production. CPIM professionals must understand how planning and scheduling decisions impact overall profitability.

18. Performance Metrics and KPIs

Each function requires measurable KPIs aligned with organizational strategy. Operations may track on-time delivery, throughput, and utilization; procurement may track supplier reliability. CPIM candidates must learn to design metrics that reflect both strategic goals and operational realities.

19. Continuous Improvement in Functional Areas

Continuous improvement ensures that functional and operational strategies evolve with market and internal changes. Techniques like Lean, Kaizen, and PDCA help departments refine their processes and maintain alignment with overall strategic goals.

20. Strategic Flexibility and Review

Functional and operational strategies must remain adaptable. Regular performance reviews and environmental scans ensure that these strategies evolve with customer demands, technology, and competition. For CPIM, flexibility ensures resilience in planning, sourcing, and production systems.

Micro-Learning Programs in Supply Chain Management & Procurement



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Micro-Learning Programs in Supply Chain Management



1. Fundamentals of Supply Chain Management
2. Supply Chain Planning and Optimization
3. Demand Forecasting Techniques
4. Inventory Control and Management
5. Distribution and Logistics Strategy
6. Warehouse Layout and Operations Efficiency
7. Supply Chain Risk Management
8. Supply Chain Performance Metrics (KPIs)
9. Lean Supply Chain Practices
10. Agile and Responsive Supply Chains
11. Sales and Operations Planning (S&OP)
12. Supply Chain Network Design
13. Supply Chain Digital Transformation
14. AI and Data Analytics in Supply Chain
15. Supply Chain Sustainability and Green Logistics
16. Reverse Logistics and Returns Management
17. Supply Chain Collaboration and Integration
18. Supplier Relationship Management in SCM
19. Global Supply Chain Strategy
20. Transportation Management Systems (TMS)
21. Inventory Optimization Models
22. Demand-Driven MRP (DDMRP) Concepts
23. Blockchain Applications in Supply Chain
24. Supply Chain Cost Reduction Techniques
25. SCOR Model and Process Improvement

Micro-Learning Programs in Supply Chain Management ...



26. Capacity Planning and Resource Allocation
27. Managing Supply Chain Disruptions
28. End-to-End Supply Chain Visibility
29. Cold Chain Logistics Management
30. Supply Chain Compliance and Ethics
31. Import–Export Procedures and Documentation
32. Managing Third-Party Logistics (3PL) Providers
33. Supply Chain Collaboration Technologies
34. Production Planning and Scheduling
35. Strategic Supply Chain Design Using Case Studies
36. Circular Economy in Supply Chain
37. Vendor-Managed Inventory (VMI)
38. Transportation Optimization Techniques
39. E-Commerce Supply Chain Models
40. Omni-Channel Fulfillment Strategies
41. Warehouse Automation and Robotics
42. SCOR DS Roadmap for Supply Chain Excellence
43. Customer-Centric Supply Chain Strategies
44. Supply Chain Finance and Working Capital Management
45. Supply Chain Data Visualization Using Power BI
46. Strategic Sourcing in Supply Chain Context
47. Supply Chain Benchmarking and Best Practices
48. Integrated Business Planning (IBP)
49. Supply Chain in Crisis Management and Recovery
50. Future Trends and Technologies in Supply Chain

Micro-Learning Programs in Procurement



1. Fundamentals of Procurement Management
2. Strategic Sourcing and Category Management
3. Supplier Selection and Evaluation
4. Contract Management Essentials
5. Cost and Price Analysis in Procurement
6. Negotiation Strategies for Procurement Professionals
7. E-Procurement and Digital Tools
8. Procurement Planning and Budgeting
9. Risk Management in Procurement
10. Supplier Relationship and Performance Management
11. Sustainable and Ethical Procurement
12. Total Cost of Ownership (TCO) Analysis
13. Make-or-Buy Decision Frameworks
14. Procurement Policies and Governance
15. Procurement in Public vs. Private Sectors
16. Procurement Audit and Compliance
17. Procurement Data Analytics and Reporting
18. Procurement Scorecards and KPIs
19. Strategic Supplier Partnerships
20. Category Strategy Development
21. Managing Global and Offshore Procurement
22. Negotiation Simulation Workshop
23. Contract Law for Procurement Managers
24. Cost Reduction Strategies in Procurement
25. Supplier Risk Assessment Models

Micro-Learning Programs in Procurement ...



26. Procurement Process Mapping and Improvement
27. Procurement Automation and AI Applications
28. Managing Procurement Teams Effectively
29. Procurement Ethics and Transparency
30. Procurement in the Digital Supply Chain
31. Vendor Consolidation Strategies
32. Spend Analysis and Optimization
33. Demand Forecasting for Procurement
34. E-Auction and Reverse Bidding Techniques
35. Inventory and Procurement Alignment
36. Procurement in Project-Based Organizations
37. Supplier Onboarding and Development
38. Procurement Market Intelligence
39. Measuring Supplier Innovation
40. Procurement in Times of Supply Disruption
41. Cross-Functional Collaboration in Procurement
42. Writing Effective RFPs, RFQs, and RFIs
43. Contract Negotiation Best Practices
44. Green Procurement and Circular Economy
45. Legal Aspects of Procurement Contracts
46. Performance-Based Contracting
47. Procurement Leadership and Strategic Influence
48. Cost Avoidance and Value Creation in Procurement
49. Managing Procurement with Power BI Dashboards
50. Future Skills and Trends in Procurement



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