



# Certified in Planning and Inventory Management

Executing, Monitoring,  
and Changing Strategy





# CPIM On-Demand Training for Self-Study Professionals

**Are you preparing for the CPIM certification through self-study?** As an experienced supply chain professional, you already have strong practical knowledge—but some topics may still need expert clarification. Fhysics Business Consultants bridges that gap with on-demand, topic-oriented CPIM training sessions designed specifically for self-learners.

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# **Executing, Monitoring, and Changing Strategy**

## **1. Strategy Execution Framework**

Strategy execution is the process of converting strategic plans into actionable initiatives. It ensures that organizational goals cascade into measurable departmental and individual objectives. In CPIM, execution links strategy to material, capacity, and inventory planning. Successful execution requires communication, accountability, and performance tracking.

## **2. Strategic Alignment**

Strategic alignment ensures that every function—operations, supply chain, marketing, and finance—supports the overall business strategy. In CPIM terms, this means synchronizing master production schedules, resource planning, and inventory targets with corporate goals. Misalignment often leads to inefficiencies, overproduction, or stockouts.

## **3. Balanced Scorecard (BSC)**

Developed by Kaplan and Norton, the Balanced Scorecard is a strategic performance management tool that tracks four perspectives: financial, customer, internal processes, and learning & growth. It helps translate strategy into operational measures. For CPIM, BSC connects planning metrics with strategic objectives, ensuring holistic performance evaluation.

## **4. Key Performance Indicators (KPIs)**

KPIs are quantifiable metrics that indicate progress toward strategic goals. Common supply chain KPIs include forecast

accuracy, order fill rate, inventory turnover, and on-time delivery. CPIM candidates must understand how to select and monitor KPIs that reflect both operational and strategic success.

## **5. Hoshin Kanri (Policy Deployment)**

Hoshin Kanri, a Japanese strategic planning method, ensures organizational focus by aligning long-term vision with daily management. It uses the “catchball” process for cascading objectives and feedback. In CPIM, it helps link top-level strategy with shop-floor execution, ensuring clarity and consistency.

## **6. Strategy Deployment and Communication**

Effective communication of strategy across all organizational levels ensures everyone understands priorities. For CPIM, this involves translating strategic objectives into operational policies such as safety stock levels, service targets, and capacity planning rules. Transparent communication improves coordination and accountability.

## **7. Organizational Structure and Strategy Execution**

Structure determines how resources, information, and authority flow. Functional, matrix, and process-based structures each affect strategy execution differently. In CPIM, understanding structural implications helps ensure that supply chain and planning teams operate effectively across business units.

## **8. Resource Allocation**

Resources—people, capital, materials, and technology—must be allocated according to strategic priorities. Efficient

allocation ensures that projects and production plans support the highest-value initiatives. CPIM learners should understand how resource constraints influence planning and execution decisions.

## **9. Change Management**

Strategy execution often requires significant change in processes, culture, or technology. Change management involves planning, communication, training, and reinforcement to gain employee commitment. CPIM professionals must manage change when implementing new planning systems or process improvements.

## **10. Continuous Improvement (Kaizen)**

Continuous improvement ensures that strategy execution evolves through incremental enhancements. Kaizen fosters ongoing optimization of production, quality, and inventory processes. In CPIM, continuous improvement links to lean principles, Six Sigma, and PDCA (Plan-Do-Check-Act) cycles, maintaining strategic agility.

## **11. Monitoring and Feedback Systems**

Monitoring systems collect data to evaluate whether strategy execution is on track. Feedback loops enable corrective action before performance drifts too far from targets. For CPIM, this means reviewing MPS accuracy, lead times, and capacity utilization regularly against plan.

## **12. Variance Analysis**

Variance analysis compares actual results to planned outcomes, identifying causes of deviation. Positive or negative variances signal where strategy execution needs

adjustment. CPIM candidates must analyze demand, inventory, and production variances to improve planning accuracy and control.

### **13. Corrective and Preventive Actions (CAPA)**

CAPA ensures problems are resolved at the root cause. Corrective actions address immediate issues, while preventive actions stop them from recurring. In CPIM, CAPA supports strategic consistency and reliability across the supply chain, especially in production and quality management.

### **14. Benchmarking**

Benchmarking compares performance against industry leaders or best practices. It identifies gaps in efficiency or service levels and guides improvement initiatives. CPIM professionals use benchmarking to enhance supply chain processes and maintain competitiveness during strategy execution.

### **15. Scenario Planning and Strategic Flexibility**

Scenario planning prepares organizations for multiple possible futures. It improves resilience by allowing quick adaptation to changes in demand, technology, or regulations. CPIM candidates must understand how flexible planning systems help sustain strategy execution under uncertainty.

### **16. Organizational Culture and Strategy Execution**

Culture—the shared values and behaviors within a company—greatly affects execution. A culture that supports accountability, innovation, and learning drives success.

CPIM professionals should promote cultures that value collaboration and continuous improvement in planning and operations.

### **17. Leadership and Strategic Accountability**

Strong leadership ensures that strategy execution remains focused and responsive. Leaders define priorities, remove barriers, and motivate teams. For CPIM, leadership involves coordinating planning, logistics, and production teams to achieve strategic and operational alignment.

### **18. Strategic Review and Evaluation**

Regular strategic reviews ensure that goals remain relevant and achievable. Performance data, environmental changes, and new opportunities are analyzed to decide whether adjustments are needed. In CPIM, this means revalidating demand, capacity, and inventory assumptions periodically.

### **19. Strategy Renewal and Adaptation**

No strategy remains static. Renewal involves re-evaluating direction and modifying plans as market or internal conditions evolve. For CPIM, adaptation may include reconfiguring supply chains, adopting new technologies, or shifting production priorities to stay competitive.

### **20. Learning Organization**

A learning organization continuously develops its people and processes based on feedback and experience. It integrates lessons learned from strategy execution into future planning cycles. CPIM professionals benefit from cultivating a learning mindset to enhance forecasting, scheduling, and process improvement.

# 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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[www.Fhyzics.net](http://www.Fhyzics.net)

ASCM Referral Code  
**XEFGHYZ88**

[Certifications@Fhyzics.net](mailto:Certifications@Fhyzics.net)  
**+91-900-304-9000**

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