



Certified in Planning and Inventory Management

Strategic Scope



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Strategic Scope

1. Definition of Strategic Scope

Strategic scope defines the **boundaries and breadth** of an organization's strategy — specifying what businesses, markets, and customer segments it will serve, and which activities it will perform internally or outsource. It sets the “where to compete” dimension of strategy and determines the scale, diversity, and focus of operations and supply chain networks.

2. Corporate-Level Scope

At the corporate level, scope covers decisions about diversification, acquisitions, alliances, and overall business portfolio management. It defines how broad or narrow the company's business domains are. In CPIM context, this affects global supply chain integration, shared resources, and overall manufacturing capacity planning.

3. Business-Level Scope

This level focuses on **how the company competes** within a specific market or product segment. It includes product range, pricing, customer focus, and service levels. Business-level scope drives key supply chain design choices, such as responsiveness, customization, and distribution strategy.

4. Functional-Level Scope

Functional scope defines the strategic responsibilities of departments such as operations, procurement, and logistics. It ensures every function's strategy supports higher-level goals. In CPIM, functional scope alignment ensures that manufacturing, planning, and inventory policies directly reinforce business and corporate objectives,

5. Vertical Integration

Vertical integration defines how much of the supply chain a company controls — from raw materials to end delivery.

Forward integration moves closer to the customer, while **backward integration** controls inputs. The degree of integration affects flexibility, cost control, and supply chain resilience.

6. Horizontal Integration

Horizontal integration expands the company's scope across similar stages of the value chain — for example, acquiring competitors or expanding product lines. It enhances market power, scale economies, and brand influence. However, it requires careful supply chain coordination to maintain efficiency.

7. Geographic Scope

Geographic scope determines where a company operates — locally, regionally, or globally. This impacts supply chain complexity, sourcing decisions, logistics networks, and regulatory compliance. A broad geographic scope demands global planning systems, risk management, and adaptive inventory strategies.

8. Product and Service Scope

This defines the range of products or services offered. A narrow scope allows focus and efficiency, while a broad scope supports diversification and risk spreading. Managing multiple product lines affects production scheduling, demand planning, and inventory segmentation strategies.

9. Market and Customer Scope

Market scope specifies which customer segments or industries the company targets. Understanding customer needs determines service levels, product customization, and fulfillment priorities. In CPIM, this directly influences forecasting, distribution, and capacity planning approaches.

10. Strategic Positioning

Strategic positioning defines how the company differentiates itself — through cost leadership, quality, flexibility, or innovation. Positioning decisions shape supply chain design. For example, a low-cost strategy requires lean operations, while an innovation strategy requires agile, flexible supply chains.

11. Supply Chain Scope

Supply chain scope determines the extent of control and collaboration across partners. It includes internal operations and external coordination with suppliers, distributors, and customers. Expanding the supply chain scope enhances visibility and responsiveness but increases complexity and coordination needs.

12. Make-or-Buy Decisions

Make-or-buy analysis determines whether to perform activities in-house or outsource them. This affects the strategic scope of operations. Core activities are usually kept internal, while non-core functions can be outsourced to focus resources. It impacts inventory ownership, capacity, and supplier relationships.

13. Strategic Partnerships and Alliances

Partnerships and alliances expand strategic scope without full ownership. They provide access to new markets, technologies, or capabilities. Collaborative supply chain relationships — such as co-manufacturing or shared logistics — enhance efficiency and competitiveness when properly aligned with strategic goals.

14. Scope of Innovation and Technology Adoption

The degree to which a company embraces new technologies defines its innovation scope. This includes digital transformation, automation, and data-driven planning. Broader innovation scope improves agility and productivity but requires strong alignment with business strategy and workforce readiness.

15. Operational Scope

Operational scope covers the breadth of processes and functions under direct control — from product design to delivery. A clearly defined operational scope ensures efficient resource allocation and avoids duplication. In CPIM, it clarifies which activities planning systems should integrate and optimize.

16. Core vs. Non-Core Activities

Identifying **core activities** (those that provide strategic advantage) versus **non-core** ones (support functions) helps prioritize resource allocation. Core activities should remain internally focused, while non-core may be outsourced. This separation streamlines operations and sharpens strategic focus.

17. Global Supply Chain Strategy

Global scope decisions involve balancing **centralization and localization**. A global strategy leverages cost advantages and economies of scale, while regional flexibility improves responsiveness. CPIM professionals must understand how global scope affects forecasting, capacity planning, and inventory positioning.

18. Competitive Scope

Competitive scope refers to the range of products, customers, or geographic areas in which a company competes. Michael Porter identified **broad** (serving many segments) and **narrow** (focused niche) competitive scopes. Defining this helps shape capacity investments and product planning priorities.

19. Strategic Flexibility

Strategic flexibility is the ability to adapt scope quickly to market changes — entering new markets or exiting unprofitable ones. Building flexibility into the supply chain through modular design, scalable systems, and flexible sourcing enables agile responses to strategic shifts.

20. Strategic Fit and Coherence

Strategic fit ensures that all elements of scope — product, market, operations, and geography — align with the company's mission, vision, and capabilities. A coherent scope avoids overextension, ensures efficient resource use, and maintains balance between ambition and capability across the supply chain.

Micro-Learning Programs in Supply Chain Management & Procurement



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Micro-Learning Programs in Supply Chain Management



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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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