



Certified in Planning and Inventory Management

Strategy Road Map



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Strategy Road Map

1. Corporate Strategy

Corporate strategy defines the overall direction of the organization — its mission, vision, and goals. It focuses on resource allocation, business portfolio management, and long-term competitiveness. In the supply chain context, corporate strategy determines whether the organization prioritizes cost efficiency, differentiation, or market responsiveness, guiding every subsequent planning and operational decision.

2. Business Strategy

Business strategy translates corporate goals into competitive actions within specific markets. It defines how the company will win — through cost leadership, differentiation, or focus. Understanding business strategy is crucial to ensure that supply chain plans, performance metrics, and investments align with market positioning and customer value propositions.

3. Functional Strategy Alignment

Functional strategies (operations, supply chain, marketing, finance, HR) support the broader business strategy.

Alignment ensures all functions work toward the same objectives. For example, an operations strategy emphasizing flexibility must be supported by a supply chain strategy enabling quick response and adaptable capacity planning.

4. Supply Chain Strategy

This defines how the supply chain will support business objectives — balancing efficiency, responsiveness, and

resilience. A supply chain strategy specifies the design of networks, sourcing, inventory policies, and logistics models. It acts as the operational backbone connecting corporate priorities to execution-level plans.

5. Competitive Priorities

Organizations compete based on a few core priorities: **cost, quality, flexibility, delivery, and innovation**. Understanding how to align these with customer expectations helps design an appropriate operations and supply chain strategy. The CPIM exam often tests how trade-offs among these priorities affect planning decisions.

6. Strategic Planning Horizon

Strategies operate across three horizons — **long-term (strategic), medium-term (tactical), and short-term (operational)**. The long-term strategy road map establishes direction and capabilities, while tactical and operational plans translate it into actionable targets. Mastery of time horizons ensures appropriate decision-making at each planning level.

7. Environmental Scanning

Environmental scanning assesses internal and external factors influencing strategy — including competitors, regulations, technologies, and market trends. Tools like **PESTEL** (Political, Economic, Social, Technological, Environmental, Legal) and **Porter's Five Forces** are used. This analysis identifies opportunities and threats shaping strategic decisions.

8. SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) provides a structured view of internal capabilities and external challenges. It helps organizations leverage strengths, address weaknesses, exploit opportunities, and mitigate threats. In CPIM context, SWOT supports aligning supply chain capabilities with business strategy and market needs.

9. Strategic Fit

Strategic fit ensures that the supply chain's design and capabilities match customer requirements and competitive strategy. For instance, a cost-driven business must have an efficient, standardized supply chain, while an innovation-driven one requires flexibility. Misalignment between strategy and operations leads to inefficiencies and poor performance.

10. Value Chain Analysis

Developed by Michael Porter, value chain analysis examines all activities adding value from raw material to final customer. By identifying value-adding and non-value-adding steps, companies can optimize processes, improve margins, and strengthen strategic positioning. Supply chain professionals use it to align operations with value creation.

11. Core Competencies

Core competencies are unique organizational strengths that deliver competitive advantage — such as superior logistics, technology, or customer service. Identifying and protecting these competencies ensures long-term differentiation. Supply chain leaders must design systems and processes

that sustain and build on these core strengths.

12. Strategy Deployment (Hoshin Kanri)

Hoshin Kanri is a structured method for translating strategic goals into operational actions. It aligns company-wide objectives through cascading targets and regular reviews. In CPIM terms, it ensures that manufacturing planning, inventory policies, and performance measures directly support strategic intent.

13. Balanced Scorecard (BSC)

The Balanced Scorecard links strategy to performance metrics across four perspectives — **financial, customer, internal processes, and learning/growth**. It transforms abstract strategy into measurable outcomes. In supply chains, BSC helps track how operational excellence contributes to strategic goals like profitability and customer satisfaction.

14. Strategic Capabilities and Resource Planning

Strategic capabilities — such as advanced planning systems, skilled workforce, and robust supplier networks — enable strategy execution. Long-term resource planning ensures that capacity, technology, and talent are developed in alignment with future goals. This connection between resources and strategy is key to sustainability.

15. Strategic Supply Chain Network Design

This concept involves structuring the network — determining the number, size, and location of facilities, suppliers, and distribution centers. Network design directly

impacts cost, service, and flexibility. A well-designed network supports the strategic objectives of efficiency or responsiveness and enables competitive advantage.

16. Risk and Resilience Strategy

Strategic road maps must consider risks such as supply disruptions, geopolitical events, or natural disasters. Resilience strategies include diversification, redundancy, and agility. Integrating risk management into long-term planning ensures continuity and adaptability — crucial for global and dynamic supply chains.

17. Sustainability and ESG Strategy

Sustainability (Environmental, Social, and Governance) has become a strategic priority. Companies integrate environmental goals (carbon reduction), ethical sourcing, and social responsibility into their strategies. For CPIM candidates, understanding how sustainability drives innovation and compliance in supply chains is increasingly vital.

18. Digital Transformation Road Map

A digital strategy defines how technology (AI, IoT, blockchain, analytics) enhances supply chain efficiency and agility. Digital road maps outline milestones for adoption, integration, and capability building. Strategic alignment ensures technology investments directly improve planning, forecasting, and decision-making.

19. Strategic Performance Measurement

Measuring strategic performance ensures accountability and improvement. Key metrics include return on assets (ROA), inventory turns, service level, and forecast accuracy. SCOR-based metrics can link operational results to strategic goals, helping managers assess progress along the strategy road map.

20. Continuous Strategy Review and Adaptation

Strategies must evolve with changing environments. Regular reviews through performance feedback, benchmarking, and scenario analysis keep the organization adaptive. Continuous improvement ensures the strategy road map remains relevant, aligning internal capabilities with external realities in a dynamic global supply chain.

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8. Supply Chain Performance Metrics (KPIs)
9. Lean Supply Chain Practices
10. Agile and Responsive Supply Chains
11. Sales and Operations Planning (S&OP)
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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
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24. Supply Chain Cost Reduction Techniques
25. SCOR Model and Process Improvement

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30. Supply Chain Compliance and Ethics
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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

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12. Total Cost of Ownership (TCO) Analysis
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15. Procurement in Public vs. Private Sectors
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18. Procurement Scorecards and KPIs
19. Strategic Supplier Partnerships
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Micro-Learning Programs in Procurement ...



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29. Procurement Ethics and Transparency
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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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