

APICS CTSC Learning System

Table of Contents

The APICS CTSC Learning System	1-3
Module 1: Supply Chain Transformation Overview	1-4
 Section A: Supply Chain Transformations.....	1-1
Topic 1: Define and Classify the Types of Supply Chains	1-1
Topic 2: Understand the Supply Chain Maturity Stages	1-13
Topic 3: Understand Organizational and Business Unit Strategies	1-25
Topic 4: Understand Supply Chain Strategies	1-53
Topic 5: Explore Business Cases for Transformation and a Transformation Road Map	1-65
Topic 6: Supply Chain Transformation Leadership and Culture	1-76
 Section B: Value Proposition, Methodologies, and Organizational Design	1-85
Topic 1: Understand Value Propositions and Value Chains	1-85
Topic 2: Research Models, Frameworks, and Benchmarking Tools	1-92
Topic 3: Explore Cost and Service Optimization Road Maps	1-105
Topic 4: Understand Business Context	1-122
 Section C: Drivers of Supply Chain Transformation	1-130
Topic 1: Customer, Culture, and Capability Drivers of Supply Chain Segmentation	1-130
Topic 2: Discuss Benchmarking and Business Value	1-138
Module 2: Preparing for Supply Chain Transformation	2-1
 Section A: Select Supply Chain Transformation Drivers	2-2
Topic 1: Create Portfolio Charter and Select Supply Chain Transformation Tools	2-2
Topic 2: Supply Chain Transformation Drivers	2-8
Topic 3: Strategic Imperatives	2-21
Topic 4: Digitalization and Data Management Technology	2-31
Topic 5: Product and Service Technologies	2-41
Topic 6: Maturity Assessments	2-55
Topic 7: Identify Common Misalignments	2-57
 Section B: Assess Supply Chain Current State.....	2-64
Topic 1: Define To-Be Metrics and Use Them to Analyze As-Is Performance	2-64
Topic 2: Prioritize the Supply Chain to be Designed, Set Attribute Targets, Map, and Benchmark ...	2-74
Topic 3: Create Detailed As-Is Maps, Models, and Diagrams	2-89
Topic 4: Perform Gap Assessments	2-101
 Section C: Conceptualize the Future-State Supply Chain Operating Model.....	2-112
Topic 1: Prioritize Defects, Identify Projects, and Analyze Alternatives	2-112
Topic 2: Create To-Be Models, Simulations, and Capability Sets	2-125

Section D: Identify Initiatives to Address Gaps	2-136
Topic 1: Identify and Scope Transformation Initiatives	2-136
Topic 2: Sequence and Prioritize Initiatives	2-148
Section E: Initiate Transformation Work Streams and Projects	2-154
Topic 1: Create Project Charters and Hold a Transformation Program Kickoff	2-154
Topic 2: Develop Resource Management Plan	2-158
Topic 3: Document Stakeholder and Communication Management Plans	2-160
Topic 4: Document Change Management Plan(s)	2-170
Section F: Develop and Iterate Preliminary Transformation Business Cases.....	2-176
Topic 1: Use a Business Case Development Process and Set Targeted Value Drivers	2-176
Topic 2: Quantify Financial Value of Supply Chain Improvements	2-180
Topic 3: Determine Resources Needed and Estimate Cost and Schedule	2-184
Topic 4: Select Transformation Program KPIs	2-188
Topic 5: Craft Messaging Content	2-189
Section G: Perform Post-Approval Tasks.....	2-192
Topic 1: Assemble Project Portfolio	2-192
Topic 2: Validate Costs, Schedules, Resources, and KPIs	2-198
Topic 3: Refine Supply Chain Transformation Business Case	2-202
Topic 4: Establish and Align Portfolio Governance and Draft Execution Plans	2-203
Module 3: Executing Supply Chain Transformation	3-1
Section A: Adopt a Change Management Plan.....	3-2
Topic 1: Select and Tailor Change Management Method	3-2
Topic 2: Assign Change Management Roles and Responsibilities	3-9
Topic 3: Provide Planned Communications and Training	3-12
Topic 4: Identify and Implement Incentives	3-24
Section B: Design and Implement Supply Chain Transformation Work Streams and Projects.....	3-29
Topic 1: Collaborate with Internal and External Stakeholders	3-29
Topic 2: Design and Test Solutions	3-37
Topic 3: Implement Project Policies and Individual Projects	3-58
Topic 4: Scale Up to Enterprisewide Solutions	3-62
Section C: Implement Governance and a Risk Management Framework	3-66
Topic 1: Set Portfolio and Project Management Governance	3-66
Topic 2: Establish Secure, Resilient, and/or Sustainable Supply Chains	3-71
Module 4: Review of Supply Chain Transformation	4-1
Section A: Assess the Transformation.....	4-2
Topic 1: Review and Provide Feedback on Project Portfolio Performance	4-2
Topic 2: Reassess Supply Chain Transformation Maturity	4-11
Section B: Communicate Results and Reflect on the Transformation	4-16
Topic 1: Measure, Document, and Report Results	4-16
Topic 2: Implement Continual Improvement and Identify Future Initiatives	4-21
Index	I-1