



# ISM<sup>®</sup> Self-Paced eLearning

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**Earn 1 Continuing Education  
Hour (CEH) per course**

# ISM Learning: The Power of Education

Supply management is much more than a profession — it is a core element of any local economy and an essential part of the global path ahead.

Forward momentum on that path is achieved in many ways, one being the ongoing development of yourself and your team. Continuing education is not only important for the engagement and retention of your employees; it ultimately contributes to your organization's success.

With any plan, mapping a route — a path to success — provides the best results. ISM education products are designed to support our signature product, the ISM® Supply Chain Capability Model, a comprehensive set of competency-based standards of excellence for supply management professionals worldwide.

Our Online courses are built around this framework, supporting 16 core competencies and more than 70 sub-competencies. The ISM catalog of courses contains content appropriate for each Supply Chain Capability Model career maturity level (Fundamental, Proficient, Advanced and Mastery), providing flexibility to create learning plans specific to your needs and those of your team.

# NEW SUPPLY MANAGEMENT COURSES

Prepare your team for supply management's future with the latest in education from ISM. Delivering on our commitment to continuously expand our course catalog with new content, self-paced courses recently added to the catalog include:

## Data and Analytics: Shaping the Future of Supply Chain Management

Level: Fundamental/Proficient

Strategic supply chain management is very dependent on digital transformation. The amount of data continues to grow at an exponential rate and is overwhelming to both individuals and organizations. It is imperative to establish fundamentals of data and analytics within a company to ensure successful business results.

## Essential Supply Chain Metrics

Level: Fundamental/Proficient

This course simplifies the complexities of supply chain metrics, providing insights from departmental to company-wide levels. Learn to effectively use metrics to assess and improve your supply network's health and efficiency, focusing on Planning, Sourcing, Production, and Delivery. Gain practical skills to understand and measure essential aspects of your supply chain, empowering SCM practitioners for real impact in their organizations. By course end, you'll be prepared to navigate and leverage supply chain metrics for operational excellence.

## Supply Chain Technology Integration

Level: Proficient/Advanced

Supply Chain Technology is a critical element of modern business management, productivity, and continued competitiveness. New and legacy technologies, along with data contained in them, must be integrated to retain existing Customers, and attract new ones at the same time. It is imperative for companies to become highly effective at Supply Chain Technology integration; if they don't, they will be left behind by more nimble competitors.

## Sustainable Procurement

Level: Fundamental/Proficient

Sustainable procurement is the process of acquiring goods and services that minimizes negative impacts and maximizes positive impacts on the environment, society, and economy. It involves considering the whole life cycle of products and services, from design to disposal, and applying ESG criteria to evaluate suppliers and contracts. A sustainable supply chain can help companies reduce costs, improve their reputation, and build stronger relationships with suppliers and customers, while mitigating the risks and impact of climate change which can affect their supply chains, operations, markets, and stakeholders. A successful practice expands on the multi-disciplinary approach of continuous improvement and risk management to focus on the companies that pose the highest risk and impact to ESG.

**On the Way! Be prepared for our soon-to-be-released courses that will expand your professional toolkit.**

**Innovations in Logistics** (August 2024)

**Connected Supply Chains** (August 2024)



72%

of organizations believe that e-learning helps them increase their competitive edge by giving them the opportunity to keep up to date.

# BUSINESS ACUMEN AND LEADERSHIP

## Essential Supply Chain Metrics

Level: Fundamental/Proficient

This course simplifies the complexities of supply chain metrics, providing insights from departmental to company-wide levels. Learn to effectively use metrics to assess and improve your supply network's health and efficiency, focusing on Planning, Sourcing, Production, and Delivery. Gain practical skills to understand and measure essential aspects of your supply chain, empowering SCM practitioners for real impact in their organizations. By course end, you'll be prepared to navigate and leverage supply chain metrics for operational excellence.

## Identifying and Engaging Stakeholders

Level: Fundamental/Proficient

Successful business imperatives require strong alignment with internal and external stakeholders. Managing stakeholders is often overlooked. Through application of key concepts, supply management professionals can increase engagement and improve results. Your role in supply chain and procurement projects is vital to helping the business meet its goals. This course will show you how to influence the way projects are structured and managed for the best outcomes.

## Improving Stakeholder Relationships

Level: Fundamental/Proficient

Relationships with internal and external stakeholders can be complicated. Individual styles, beliefs and perceptions can vary greatly. Learn to distinguish data versus knowledge to leverage outcomes and use behavioral science to resolve or mitigate differences. During significant transformation, some stakeholders can be a support mechanism for the change while others can be a major barrier. Discover methods to leverage both ends of the spectrum for success.

## Influencing Difficult People

Level: Fundamental/Proficient

Leaders and managers are often subjected to individuals who are considered challenging. Poor behavior by human beings can slow progress and disengage team members. But these individuals may not even be aware of the impact they are having on the organization. Learn how leaders can understand what, when, and why an employee is experiencing something that is perceived negative. Steps can be applied to neutralize the issues and align the employees to an expected outcome.

## From Back Room to Board Room—Procurement as a Strategic Partner

Level: Fundamental/Proficient

In many organizations, procurement is mistakenly perceived as a back-room function relegated to processing POs and enforcing terms of contracts that haven't been negotiated and signed elsewhere. As these same companies seek to unlock additional sources of value, the procurement team must overcome this mistaken image and assume the role of strategic enabler for driving success throughout the company. During this course, we will explore how procurement can claim its proper place by understanding shared goals, securing leadership buy-in, and effectively communicating successes to key stakeholders.

# CATEGORY MANAGEMENT

## Getting Started with Supply Market Analysis

Level: Fundamental/Proficient

To be successful in supply management, awareness of supply markets is critical. Significant amounts of data can create confusion if not synthesized properly. Business opportunities and challenges will become clear when supply markets are analyzed through various models. Markets present challenges and opportunities for every business. This course will show you how to define a market, gather data, and use that information to make strategic decisions about supplier relationships.

## Category Management — Supplier Segmentation

Level: Fundamental/Proficient

Category management is a framework that encompasses several supply management topics. Organizational alignment to category foundations is an often-overlooked discipline. It is something that can benefit everyone in the business. In this course, you will discover the basis of category segmentation, organizational structures, strategies, execution and review systems. Clarity in these areas will drive strong strategic results in your organization.

## Advanced Strategies for Supply Market Analysis

Level: Proficient/Advanced

Supply market analysis is one of the first tasks for establishing effective category management. The tools in this course — including STEEP (social, technological, economic, environmental and political) and Porter's Five Forces — are the basis for conducting market analysis and communicating it to key stakeholders. Insight on the bigger picture will allow better decisions and aide the alignment to organizational strategies.

## Category Management — Strategy Development

Level: Proficient/Advanced

Supply management departments must align with organizational goals and strategies. By gaining an understanding of global trends and emerging markets, category plans can be adapted to achieve success. In this course you will learn how these plans must encompass dynamic business environments and incorporate flexibility. Integrated solutions benefit the entire enterprise and drive more impact to bottom- and top-line revenue. Then organizational focus becomes optimized across the entire supply chain.

# CORPORATE SOCIAL RESPONSIBILITY

## Principles and Standards of Ethical Supply Management Practice

Level: Fundamental/Proficient

As the supply management profession grows into a position of strategic influence, it is apparent that every action within the supply chain has consequences. Given that, supply management professionals have the opportunity and obligation to model and communicate ethical behavior across the entire supply chain. Managing the supply chain can be fraught with obstacles and challenges, this course is intended to provide guidance – a map, if you will – for supply management ethics.”

## Principles of Sustainability and Social Responsibility

Level: Fundamental/Proficient

It is part of the mission of Institute for Supply Management® to foster and drive sustainability and social responsibility through the development and communication of principles and guidance, information and best practices. This course will present an overview of topics related to this mission and provide tools to empower supply professionals in their front-line roles to lead, drive and influence sustainability and social responsibility initiatives within the organization and throughout the entire supply chain.

## Identifying Your Company's Path to Zero Emissions

Level: Fundamental/Proficient

Sustainability has become an important area of focus for the global supply chain and individuals alike due to the pressing need to address environmental and social challenges facing our world today. Understanding how to incorporate sustainable practices in your supply chain is the first step towards taking your organization towards reducing emissions and reducing overall risk.

## Sustainable Procurement

Level: Fundamental/Proficient

Sustainable procurement is the process of acquiring goods and services that minimizes negative impacts and maximizes positive impacts on the environment, society, and economy. It involves considering the whole life cycle of products and services, from design to disposal, and applying ESG criteria to evaluate suppliers and contracts. A sustainable supply chain can help companies reduce costs, improve their reputation, and build stronger relationships with suppliers and customers, while mitigating the risks and impact of climate change which can affect their supply chains, operations, markets, and stakeholders. A successful practice expands on the multi-disciplinary approach of continuous improvement and risk management to focus on the companies that pose the highest risk and impact to ESG.

# COST AND PRICE MANAGEMENT

## Cost and Price Concepts

Level: Fundamental/Proficient

It is imperative to differentiate cost and price to gain a competitive advantage. Cost analysis is made up of several components and it is our goal to calculate, document and leverage each. Gain insights on application with various supplier segments. Solid cost data allows an organization to use multiple strategies to gain the best value. You will learn how to gather information from many sources and make educated decisions on how to proceed.

## Cost and Price Segmentation

Level: Fundamental/Proficient

It is imperative to differentiate cost and price to gain a competitive advantage. Cost analysis is made up of several components and it is our goal to calculate, document and leverage each. In this course, you will gain insights on application with various supplier segments. Having solid cost data allows an organization to use multiple strategies to gain the best value. You will learn how to gather information from many sources and make an educated decision on how to proceed.

## Cost and Price — Applied Analyses

Level: Proficient/Advanced

Organizations strive to gain clarity on product costs, and the data complexity often becomes a problem. Through advanced models, the data can be synthesized to provide powerful knowledge. These models will ensure supply management professionals get the best possible price from suppliers. This course will show you how both tactical and strategic cost modeling can align to strategic objectives to provide an optimized solution.

## Cost and Price — Total Cost of Ownership

Level: Proficient/Advanced

Calculating total cost of ownership requires thinking beyond the traditional procurement goals of reduction in price. Learn elements of total cost calculation and encourages and how to develop your own total cost model using provided templates.

# FINANCIAL ANALYSIS

## Advanced Concepts in Supplier Financial Analysis—Income Statements and Balance Sheets

Level: Proficient/Advanced

It is essential to understand financial health when assessing supplier risk. The result is a more accurate assessment of the supplier's financial health and better prepare for negotiations. This course will show you how to go beyond the six basic ratios used to check supplier health, allowing you to employ other comparative measures.

## Advanced Supplier Financial Analysis – Comparative Examination of Suppliers' Financial Health

Level: Proficient/Advanced

Critical performance data should be leveraged to ensure supplier selection meets the company's expectations. Financial analysis of the supplier will allow supply management professionals to gauge the supplier's: current and future risk; efficiency and innovation; and negotiation advantages. Applying eight types of analyses can deliver a solid business case with key stakeholders and maximize relationships with suppliers.

## International Currency for Procurement Professionals

Level: Proficient/Advanced

The objective of this course is to introduce the concepts, case studies, options available to supply management professionals regarding purchasing goods and services with both local and international currencies. Strategic alignment with business leaders and finance will create more effective and efficient solutions.



## Introduction to Spend Analysis

Level: Fundamental/Proficient

Spend analysis can refer to several different types of business analysis, all using spend data or data collected based on the money a company spends with suppliers. This course introduces the categorization of the data, classification and determination of addressable and non-addressable spend. It also reviews the Pareto analysis and the process of data cleaning.

## Spend Analysis and Aggregation

Level: Fundamental/Proficient

Organizations can suffer from data overload and directional confusion. It is critical to analyze spend data in meaningful ways. Through appropriate categorization, classification and aggregation, supply management professionals can establish a strategic plan to optimize results at all levels. Executive staffs rely on supply management more when such knowledge and skills are used to drive business imperatives. Learn how to apply spend analysis that will better integrate business imperatives and further leverage organizational resources.

## Spend Analysis — Payment Terms

Level: Fundamental/Proficient

Performing spend analysis on an organization's payment terms will drive new cash-flow options. Sometimes savings opportunities can be left on the table due to lack of understanding. With working capital, the best cash method is not always clear, and confusion can reign when stakeholders do not agree with the source of data. Explore several different methods to streamline your payment terms and positively impact your organization.

## Supplier Financial Analysis

Level: Fundamental/Proficient

Financial-analysis techniques can help a supply manager gauge a supplier's risk, understand its profitability and evaluate its cash efficiency. Key calculations of ratios can illuminate potential opportunities for greater savings or efficiencies. Comparing a supplier's financial ratios to competitors' informs a supply manager about the relative competitiveness of each company. Learn to calculate six key financial ratios and how to apply them.

# LEGAL AND CONTRACTUAL

## Contracting — Elements, Terms, and Conditions

Level: Fundamental/Proficient

Contracting within supply management continues to be the basis for aligned expectations and performance. An organization must properly define expected outcomes to draft the best contract. Ensure you understand the basics, such as key terms and conditions, and enable your organization to legally receive the prescribed goods and services.

## Contract Law Overview

Level: Proficient/Advanced

Contracting is a complicated environment that requires focus on possible implications. Becoming clear on various roles, types of laws and impacts across the supply chain can set an organization up for success. This course covers best practices across the contracting ecosystem and principles to mitigate risk.

## Contracting — Compliance and Performance

Level: Proficient/Advanced

Business processes are key to successful contract management. A variety of concepts, including compliance and auditability, must be considered to ensure the organization is protected. Administration and measurement are critical, you will learn how to optimize the resources that will ensure impactful results.

# LOGISTICS AND MATERIALS MANAGEMENT

## Advancements & Emerging Trends in Logistics

Level: Fundamental/Proficient

Our global economy relies on fast and efficient handling and movement of goods around the planet. The end-to-end Supply Chain requires continuous process improvement along with the development and application of new approaches and technologies. The volume of logistics activity is growing at an explosive pace and shows no sign of slowing down anytime soon. It's crucial to become adept Logistics practitioners to compete and grow in ever changing world markets.

## Global Logistics and Transportation

Level: Fundamental/Proficient

Organizations often under-estimate the impact of logistics and transportation within the supply chain. Without an optimized network, goods and services may be late, damaged or lost. By gaining insight you will be able to make more strategic decisions and ensure transparency and that cost-efficient solutions are implemented.

## Inventory Analysis – Segmentation and Variability

Level: Fundamental/Proficient

Inventory exists because the lead time to provide products to customers is longer than many customers are willing to wait. Inventory can be expensive; therefore, an organization must determine the correct levels to maintain. There are several approaches to balance this challenge. With dynamic business environments, ongoing demand changes can create problems. In this course you will use forecasting and planning tools that comprehend such variables and ensure the needs of the customer, business and suppliers are met.

## Inventory Analysis – Planning and Forecasting

Level: Fundamental/Proficient

Supply and demand signals are always changing, and supply management professionals must strive to keep pace. Learn the balancing act between cash outlay and the availability of inventory. You must factor in production schedules and cyclical usage patterns to ensure suppliers are prepared. Learn that with proper planning and forecasting, the process can be optimized. You will learn how to use analysis strategy enabling your goals to align with the overall organization.

## Inventory Management – Segmentation Strategies

Level: Fundamental/Proficient

Organizations have difficulty forecasting demand, and buffer inventory can be a solution to mitigate inefficiency. But this comes at a cost. Learn how to approach this challenge through methodologies, models and calculations. Depending on customer expectations and supplier lead times, you will be able to choose an option to meet your budget.

## Inventory Management – Product Rationalization

Level: Fundamental/Proficient

Right sizing inventory is a difficult task based on fluctuating requirements. Technology can be leveraged to manage inventory at an organizational level to determine product dependencies. Based on business needs, multiple strategies are available. And at some point, supply management must push back on stakeholders to reduce or eliminate inventory. This course will show you how replenish strategies can then be developed to optimize the system.

## Logistics and Warehouse Management Systems

Level: Fundamental/Proficient

There are multiple options for the handling and transportation of goods, depending on the location and timing. Warehousing is dependent on organizational strategies to maintain inventory. Learn how to understand complex systems and global infrastructures to ensure effective and efficient outcomes.

## Reverse Logistics (Reverse/Disposition/Technology)

Level: Fundamental/Proficient

As consumer preferences and behavior continue to shift increasingly to e-business, it's imperative to manage and improve the process to transform reverse logistics from a necessary evil to a competitive weapon. Companies that do a good job will save money and retain current Customers while attracting new ones. It is imperative for companies to become highly effective at reverse logistics. Additionally, sustainability has become mandatory and is enabled by Reverse Logistics.

# NEGOTIATION

## Preparing for Successful Negotiations

Level: Fundamental/Proficient

Negotiations range from a scientific approach to a fine art. Companies struggle with the pace of a demanding workload and often do not get the best possible long-term deal. Gaining clarity of requirements and expectations will drive an optimized negotiation strategy. With this course, you will be able to align stakeholders to gain the upper hand at the negotiation table through various tools.

## Executing and Closing Negotiations

Level: Proficient

Within a negotiation, closing the deal is critical. While an organization can spend significant time planning, the execution and closure phases must be well defined. Internal alignment is often not coordinated, which can allow a supplier to gain an upper hand. Learn how to leverage information and data to gain power will ensure desired results are met and how a strategic shift can optimize outcomes.

## Addressing Global Negotiation Challenges

Level: Proficient/Advanced

Negotiations can take on an entirely new level of complexity in the global arena. Cultures, expectations can be misunderstood and can lead to unproductive negotiations. Leveraging persuasion styles can prevent a deal from dissolving. Learn how to spot potential culture violations and be prepared to change quickly to regain trust. This course will help stakeholders learn to value such differences and realize unintended consequences that affect negotiations.

## Enhancing Negotiation Effectiveness

Level: Proficient/Advanced

Effective negotiation drives winning for both sides. But research shows that buyers and suppliers do not achieve a contract's full value during implementation or execution. Value is compromised due to differences in strategic- versus tactical-negotiation perspectives. Learn strategies and review a case study to enhance your negotiation effectiveness.

# PROJECT MANAGEMENT

## Project Management Best Practices

Level: Fundamental/Proficient

Supply management professionals are more effective and efficient when using project-management concepts. Whether running a large-scale project or supporting procurement for a project-management team, individuals will benefit from knowing best practices. Knowledge and skills acquired through project management allow stronger alignment to business imperatives. Learn integrated concepts and tools that will enhance your seat at the table within the organization.

# QUALITY

## Quality Concepts for the Supply Management Professional

Level: Fundamental/Proficient

Quality is a function that has traditionally been delegated to a designated team within large companies. As supply management becomes increasingly strategic, quality needs to be integrated into every aspect of the business. Looking at quality management from a holistic approach will ensure understanding within key areas of the supply management organization and throughout the supply chain.

# RISK AND COMPLIANCE

## Identifying and Measuring Supplier Risk

Level: Fundamental/Proficient

Navigating risk is critical for any business. This course will show you how to identify risk and prepare a risk-management strategy in a dynamic business environment. Supply management professionals require knowledge, skills and tools to effectively understand the scope of risk, domestically and internationally. Delivering proactive solutions will ensure the organization is adequately prepared for the known and unknown.



42%

of companies  
say that e-learning  
has led to increased  
revenue\*.

\*Ambient Insight 2012-2017  
Worldwide Mobile Learning Market

## **Risk, Compliance and Legal Factors**

Level: Proficient

Global supply management is reaching new levels of complexity. Failure to adhere to compliance and legal standards puts individuals and organizations at risk. This course will keep supply management professionals up to date ever-evolving laws and regulations. Learn to develop robust processes and systems to ensure desired outcomes.

## **Risk Management – Advanced Strategies and Execution**

Level: Proficient/Advanced

Risk management is a complex but necessary part of a successful business. Supply management professionals must develop a robust risk-management programs to meet corporate or enterprise objectives. This course will discuss the variables companies face and provide step-by-step instructions on designing a risk program that (1) is aligned to business needs and (2) can manage changes in the ecosystem.

# **SALES AND OPERATIONS PLANNING**

## **Creating Value Through Sales and Operations Planning**

Level: Proficient

Effective use of sales and operations planning, sometimes called integrated business planning (IBP), can help you drive increasing value and optimal business communication. Supply managers are critical partners in this process. Alignment between sales, operations and supply management can be achieved with routine forecast reviews and structured meetings. This systems-thinking approach enables organizational success in a dynamic world.

## **Driving Growth through New Product Development**

Level: Proficient/Advanced

Product and service lifecycles continue to accelerate with the advent of technology. Companies that once enjoyed years of uninterrupted growth and prosperity are now challenged by disruptive innovations that can lead to insolvency. Supply managements must engage at all stages, from research & development through end of life. Suppliers must be capable of delivering initial samples up to high volume output. Discover how supply management can play a critical role in the success of an organization.

# SOURCING

## Value Added Sourcing for Services

Level: Fundamental

Sourcing of services can add a degree of ambiguity and complexity to supply management. Discover how to engage with suppliers and stakeholders to maximize value and reduce costs. Through appropriate strategies, you can leverage price information. This course will show you how applying appropriate contractual terms and indicators can make suppliers more receptive to improving services that benefit the organization.

## Supplier Involvement for Value Solutions

Level: Fundamental

Top companies continue to focus on supplier innovation to improve bottom-line results and grow revenue. It is important to create an environment of trust and collaboration to engage suppliers. In this course, you will learn how to apply best practices to improve supplier relationships.

## Getting Started with Sourcing

Level: Fundamental/Proficient

Sourcing becomes a strategic advantage when requirements are clear and supplier selection is calculated. Potential sources are located around the world. It is critical to have a plan to align specifications with supplier capabilities and purchase timing can play a unique strategic role. An organization must differentiate needs versus wants to be successful. This course will show you how using a defined RFX strategy will give you an edge over the competition.

## Procure to Pay Processes

Level: Fundamental/Proficient

Procure-to-pay processes are usually controlled by finance, and often one of the first business processes to become highly automated. But they are also a primary point of contact for suppliers, and payment terms are often a key point of negotiation. Understanding the unique challenges and opportunities of procure-to-pay processes is a core knowledge for supply management professionals. This course offers an overview of the tools and impact of procure-to-pay processes.

## Statement of Work (SOW)

Level: Fundamental/Proficient

Statements of work are often not defined, and the impact can be significant. Supply management professionals bring value to organizations through proper differentiation of statement of work and scope of work. Learn different types of SOW and gain insight on the step-by-step process, from initiation to contract completion, including how to most effectively engage with key stakeholders and legal department representatives.

## RFX Strategies and Applications

Level: Proficient/Advanced

Sourcing strategies are based on requirement clarity. Determining the appropriate mechanism to obtain supplier capabilities drives an effective and efficient outcome. Supplier responses can be confusing, and you must apply evaluation tools to select the best option. In this course, you will learn to align the appropriate mechanism to a supplier portfolio and how to leverage online capabilities to streamline procurement.

## The Future of Sourcing

Level: Proficient/Advanced

The future for supply management is bright. Due to stakeholders' changing demands and needs, there is a growing focus on becoming more of a strategic advisor. Innovation is moving beyond goods and expanding into service companies. Intangible assets, such as patents, trademarks and copyrights, require unique sourcing activities to be successful. Learn how interdependencies between sourcing, supplier relationship management, category management and contract management can drive a strong need for integration and alignment.

# SUPPLIER RELATIONSHIP MANAGEMENT

## Introduction to Supplier Relationship Management

Level: Fundamental/Proficient

This course will show you how to prioritize and manage different types of relationships. You will learn how alignment between organizational strategy and supplier performance provides a critical path to success. The value of strong relationships will greatly enhance your intended expectations.

## Maximizing Value Through Supplier Relationship Management

Level: Proficient/Advanced

Supplier Relationship Management continues to expand in focus, beyond that of mere cost and price. Research indicates companies that view SRM as highly important will make significant investments and gain substantial value from these relationships. Enterprise strategies leverage a framework inclusive of supplier portfolios and individual supplier relationships. Return-on-Investment percentages on Top companies can approach 4 digits.

# SUPPLY CHAIN STRATEGY

## Strategic Planning for Supply Management

Level: Fundamental

Strategic planning may seem impossible when you are fighting fires every day. However, without strategic plans, you will never get ahead of the flood of work. This course will enable you to improve your strategic planning and engage with stakeholders on a different level — helping you prevent fires.

## Supply Forecasting & Planning

Level: Fundamental/Proficient

Forecasts are created and sent to suppliers every day. Sometimes these forecasts can seem disconnected from other business-planning processes like budgeting and demand planning. This course is an introduction to supply forecasting and planning process, including its ties to other business functions and planning processes.

## Advanced Forecasting

Level: Proficient

Many supply management professionals claim that they don't "do forecasting". While they use historical data to predict future demand, plan budgets and order materials, these activities require forecasting. In this course you will learn the essentials of forecasting, enabling you to improve your knowledge and skills.

## Supply Network Design

Level: Proficient

Supply networks are as complex and diverse as the companies they serve. Many companies have grown their network in a supplier universe where M&As are common. So, supply networks have grown organically over time, and their designs can be difficult to describe beyond terms like "complex" or "diverse." This course is designed to help companies design their supply networks to meet the needs of the business and align with business strategy.

# SYSTEMS CAPABILITY AND TECHNOLOGY

## Data and Analytics: Shaping the Future of Supply Management

Level: Fundamental/Proficient

Strategic supply chain management is very dependent on digital transformation. The amount of data continues to grow at an exponential rate and is overwhelming to both individuals and organizations. It is imperative to establish fundamentals of data and analytics within a company to ensure successful business results.

## Introduction to Robotic Process Automation

Level: Fundamental/Proficient

Automation continues to influence supply management. With a need to focus on strategic priorities, tactical work can leverage technology to free resources. Repeatable, rule driven tasks that require significant headcount can adopt Robotic Process Automation, also referred to RPA BOTS. These BOTS continue to evolve with cognitive capabilities and will expand towards the strategic tasks over time.

## Technology Eco-System for Supply Management

Level: Proficient/Advanced

The 4th Industrial Revolution is emerging across the globe. Supply management complexities continue to grow and professionals are leveraging technology to provide solutions. New applications continue to evolve at a very fast rate making it difficult to understand. Organizations must strive to automate tactical roles to solve strategic problems. Gain insight to transformation tools and success stories.

## The Future of Logistics and Artificial Intelligence (AI)

Level: Proficient/Advanced

Logistics was once an afterthought within supply management. But the interdependency to value solutions has raised the bar. Artificial Intelligence is becoming a key technology in enabling success. Visibility, transparency, and predictability options are being used by some of the biggest companies in the world. Learn how your company can begin or accelerate the use of such advancements.

## Cybersecurity in Supply Management

Level: Proficient/Advanced

Technology and system integration continue to drive a more effective supply chain. But cybersecurity is a critical factor in success. Confidential information has been exposed, exploited and illegally used. Supply management can implement frameworks, processes and solutions that minimize risk. Between routine training, audits and emerging technologies, businesses and supply chains can remain secure.

## Supply Chain Technology Integration

Level: Proficient/Advanced

Supply Chain Technology is a critical element of modern business management, productivity, and continued competitiveness. New and legacy technologies, along with data contained in them, must be integrated to retain existing Customers, and attract new ones at the same time. It is imperative for companies to become highly effective at Supply Chain Technology integration; if they don't, they will be left behind by more nimble competitors.



# Deliver a solution that meets the needs of today's learners

A critical part of making an investment in education is making sure you have the right tool for your team. With the fast pace, multi-generational needs and learning styles and global locations, today's business environment is tough.

Here are four targeted ways the purposeful, modern design and delivery of ISM Online Learning can help you solve these challenges:

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