



How APICS (CLTD) helps me in my daily professional life

Studying for the APICS, CLTD certificate has turned out to have a positive impact on my daily professional life. The high-level key takeaways for me personally can be summarized under the following three aspects i.e. end-to-end thinking, data management and communication.

My personal opinion is that a thorough understanding of the full supply chain and its .. is a key ability for every supply chain professional. APICS CLTD gives a unique chance to gain insights into every aspect of the supply chain – from order management until delivery to the customer. Through an assessment of the drivers for each of the supply chain activities, one starts to understand the rationale behind certain decisions made by the supply chain leadership team. Reading into the risks and opportunities of every function enables the realization that different supply chain functions have opposite goals which is often translated into the functional KPI-setting. In my daily life, I am running end-to-end supply chain projects in which it is vital to oversee the complete supply chain in order to avoid sub-optimization and activate efficiencies through end-to-end optimization. APICS CLTD helps to build that E2E understanding and offers a unique chance to move away from silo thinking

which is in my experience, the number one reason for missing out on increasing overall supply chain efficiency.

Another vital insight brought forward by APICS CLTD is the importance of data. Although it only considers a relatively small piece of the syllabus, the lean principles and the related lean six sigma topic are essential to take into account when optimizing supply chain processes. Linking back to the previous paragraph, it is my belief that data plays a key role in convincing functional stakeholders to make decisions which might not be optimal for their respective functions but are optimal when looking at the complete supply chain. In my projects, the aim is always to translate arguments into numbers which helps to facilitate a fact-based discussion and enables a more efficient decision making.

As a project manager I continuously come in contact with experts from any area. APICS CLTD has enabled me to have a deeper interaction with any actor across the supply chain. Studying for APICS leads to building up a large amount of passive knowledge which gets activated through communication with functional experts. It gets even better when your counterpart has also followed an APICS course since it leads to a better common understanding through the usage of the same terminology and the understanding of the same key principles. Therefore it is highly recommended to take part in the challenge and get your APICS certificate.



Jens Beunen

Position: Project manager in customer excellence & supply chain projects at Carlsberg's brewery in Fredericia, Denmark (2 years).

Previous position: Management trainee at Carlsberg's central office for supply chain in Ziegelbrücke, Switzerland (1,5 years).

Jens graduated from the University of Antwerp as MSc in business engineering and kicked off his career by joining the management trainee program at Carlsberg's central office for supply chain, located in Switzerland. During this time Jens got the chance to take up different projects in various supply chain functions to build up an end-to-end supply chain understanding from a strategic perspective. Afterwards, Jens joined the local supply chain organization in Fredericia, Denmark where he led multiple end-to-end projects and broadened his knowledge by gaining valuable operational experience.