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Alignment of Programs to Strategic Priorities

Mission

APICS builds and validates knowledge in supply chain and operations management. We enable our community of members, affiliates and customers to lead in the global marketplace.

Financial Priority

Point of Arrival: To be a financially sound organization.

Goal: To ensure sufficient resources are available to implement the strategic and program plans.

Objective	Program Alignment	Committee Alignment
To meet or exceed financial key performance indicators: <ul style="list-style-type: none"> • Reserve Ratio \geq 25% • Profit Ratio \geq 2% • Current Ratio \geq 1.0:1 • Leverage Ratio \leq 1.0:1 	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Finance Committee

Affiliation Priority

Point of Arrival: Affiliation with APICS, as the most respected, global supply chain and operations management organization, supports individuals and organizations to achieve and build effectiveness and sustainable growth.

Goal: Deliver compelling value by providing broad access to both the diverse APICS community and trusted products and services.

Objectives	Program Alignment	Committee Alignment
Increase enterprise corporate memberships by 5% each year.	<ul style="list-style-type: none"> • Corporate Services • Membership • Customer Satisfaction Research • Marketing 	<ul style="list-style-type: none"> • VOC Corporate Subcommittee • VOC Market Research

Objectives	Program Alignment	Committee Alignment
Secure a net promoter score of xxx from the Corporations involved. (<i>Baseline to be determined by 12/31/2011</i>)	<ul style="list-style-type: none"> • Corporate Services • Membership • Certification • Professional Development 	<ul style="list-style-type: none"> • VOC Corporate Subcommittee • BOK Committee • VOC Committee • Certification Committee
100% of IAs and AEPs will be active in affiliation-related outreach by 2014.	<ul style="list-style-type: none"> • Channel Partner Services • Membership Services 	<ul style="list-style-type: none"> • VOC International Subcommittee
Increase membership in each non-North American Region (EMEA, APAC and CESA) by 20% by the end of 2014.	<ul style="list-style-type: none"> • Channel Partner Services • Membership Services • Corporate Services • Marketing 	<ul style="list-style-type: none"> • VOC International Subcommittee • VOC Corporate Subcommittee
Increase North American membership by 2% in 2012, 3% in 2013, and 6% in 2014. Growth calculated year-over-year.	<ul style="list-style-type: none"> • Channel Partner Services • Membership Services • Marketing 	<ul style="list-style-type: none"> • VOC Professional Subcommittee • VOC Corporate Subcommittee • District Managers Committee
Develop strategy and annually increase college/university partners beginning in 2012	<ul style="list-style-type: none"> • Channel Partner Services 	<ul style="list-style-type: none"> • VOC Academic Subcommittee

Content Priority

Point of Arrival: APICS is regarded as the definitive source for thought leadership, and as the global standard for supply chain and operations management.

Goal: Deliver a globally recognized portfolio of products and services that are locally relevant, robust, and include emerging topics in supply chain and operations management.

Objectives	Program Alignment	Committee Alignment¹
XX% growth in transnational corporations using APICS CPIM or CSCP as their global corporate standard as measured through education/certification sales. (<i>Baseline to be determined by 12/31/2011</i>)	<ul style="list-style-type: none"> • Corporate Services • Certification • Professional Development • Channel Partner Services • Marketing 	<ul style="list-style-type: none"> • VOC Corporate Subcommittee • BOK Committee • Certification Committee
100% of IAs and AEPs will participate in developing APICS products by 2014.	<ul style="list-style-type: none"> • Channel Partner Services • Professional Development • Certification • Industry Content • Research • Career Services 	<ul style="list-style-type: none"> • BOK Committee and subcommittees • VOC Committee and subcommittees • Certification Committee and subcommittees

<p>APICS will have established a comprehensive, robust portfolio of products and services that meet the end-to-end career needs of supply chain and operations management professionals by the end of 2014.</p>	<ul style="list-style-type: none"> • Professional Development • Certification • Industry Content • Research • Career Services 	<ul style="list-style-type: none"> • BOK Committee and subcommittees • VOC Committee and subcommittees • Certification Committee and subcommittees
<p>Increase total sales of core products and services each year by 5% without eroding the gross margin through 2014.</p> <p><i>Core products include books and materials (courseware), conference registrations, exhibits, publications, and certifications.</i></p>	<ul style="list-style-type: none"> • Professional Development • Certification • Industry Content • Research • Career Services • Marketing • Finance 	<ul style="list-style-type: none"> • BOK Committee and subcommittees • Certification Committee and subcommittees
<p>Create an online repository of robust content, including emerging topics, (articles, research reports, case studies and best practices) that further APICS.org as a destination for operations and supply chain management professionals by the end of 2012. The Body of Knowledge Committee will continue to govern the private or public access.</p>	<ul style="list-style-type: none"> • Industry Content • Research • Career Services • Marketing 	<ul style="list-style-type: none"> • BOK Committee and subcommittees
<p>80% of member and non-member respondents agree or strongly agree that APICS core products are relevant to them by 2013.</p>	<ul style="list-style-type: none"> • Professional Development • Certification • Industry Content • Research 	<ul style="list-style-type: none"> • BOK Committee and subcommittees • Certification Committee and subcommittees

Certification Priority

Point of Arrival: APICS certifications are globally recognized and valued credentials in the field of supply chain and operations management.

Goal: Provide relevant certifications that validate individual knowledge and improve organizational performance.

Objectives	Program Alignment	Committee Alignment
Increase the number of certification exam unit sales by 2% annually through 2014.	<ul style="list-style-type: none"> • CPIM Certification • CSCP Certification • Marketing 	<ul style="list-style-type: none"> • Certification Committee and Subcommittees
Work with VOC and BOK to assess the market need for measuring and certifying corporate compliance with appropriate standards in our BOK (e.g. divisional scorecard) by year end 2011.	<ul style="list-style-type: none"> • Membership Services • Corporate Services • Certification • Research 	<ul style="list-style-type: none"> • VOC Committee • BOK Committee • Certification Committee
Assure global relevancy of exam content by assigning 15% of exam committee members from outside North America by 2014. (Note – this needs to be a consideration of the governance committee for other committee membership.	<ul style="list-style-type: none"> • Certification • Channel Partner Services 	<ul style="list-style-type: none"> • Certification Committee • VOC International Subcommittee

ⁱ Re: Objectives to increase sales: While this is primarily a staff function, the committees listed help to ensure the membership products and services are meeting market need.