

What's the single
best investment your
company can make ►

- to drive individual performance and corporate profitability
- to reduce your supply chain risks
- *and* to increase employee engagement and retention?



Industry's preferred professional
designation in supply chain logistics

organizational compete-ability

CITT's goal is to develop (and certify) professionals who have a deep academic and practical understanding of what it really takes to design and operate responsive, uninterrupted and profitable supply chain logistics operations that deliver value to companies and their customers—not just fast-track people through a process to give them a personal marketing credential. That's why CITT is industry's preferred source for complete abilities-building in the business of supply chain logistics, chosen 3:1 over all other, non-purchasing-related credentials and was rated as industry's most valued logistics designation/program.^{1,2} Thousands of progressive companies on the shipper, carrier and ancillary services sides of business trust CITT to accelerate their peoples' learning curves, protect their supply chain stability and capabilities, and create a framework for ongoing professional development. And thousands of committed **CITT-Certified Logistics Professionals®** have maintained their designation over the years—bringing distinction and competitive abilities to themselves and their companies. Follow the green pages of this brochure to find out why.

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Professional ability changes everything—for your employees and your company's bottom line

There really is a proven solution to the urgent skill-gap, performance pressures and employee engagement challenges that companies face in so many functional areas, including supply chain logistics.

Companies used to ask: What's the value of investing in portable industry courses and employee certification, particularly when budgets are tight and talent hard to keep?

Now they're also asking new strategic and survival-oriented questions:³⁻⁵

How do we maintain our organizational knowledge as the boomer exodus escalates and the skill crisis deepens? How can we effectively manage the upsides—and downsides—of highly



interconnected, global supply and value chains? How do we protect our abilities and remain competitive? Can we afford NOT to invest in more comprehensive training and more formalized professional development for our people?

All good questions—especially for supply chain logistics since corporate performance has been closely linked to uninterrupted SCL operations and mature professional abilities in this discipline.⁶⁻⁸ **Companies that invest in the professional development of their people reap significant rewards—immediately and over the long-haul.**

Follow the white pages of this brochure to learn more about third-party research and expert opinion on the rationale, outcomes, benefits and criteria for professional ability-building programs and credentials.

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CITT-Certified Logistics Professional®

incomparability

CITT is industry's most experienced professional development and certification organization in the supply chain and logistics sector. And the **CCLP**® designation meets all the criteria of world-leading professional credentials. People who are distinguished by the **CITT-Certified Logistics Professional** designation have demonstrated a comprehensive, expert-level understanding of supply chain logistics, have proven business skills and have amassed close to 10,000 sector-relevant hours in the business (or more) before they're eligible for full certification. They also commit to ethical conduct, ongoing professional development, and maintaining membership in CITT's supportive organization.

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Not all professional development programs and credentials are equivalent or interchangeable

In the supply chain and logistics sector, professionals have a choice of credentials, from general to more focused sub-specializations.

Many of the sector's credentials are complementary, and cross-functional certification is becoming increasingly more common among highly committed pros.

The most respected professional credentials are “designations” with common features: they're earned; their holders have

met clear, objective standards of knowledge; and profession-related experience is required. The best designations also commit their holders to ethical conduct that prioritizes the public good and are renewable only if the holder provides evidence that they're keeping up with the developments in the profession.

Best Practices of World-Leading Designations	CCLP®
Granted by credible, industry authority	✓
Open to anyone who can meet the standards	✓
Merit-based (earned)	✓
Fair & equitable	✓
Objective, comprehensive measurements	✓
Clear standard of assessing discipline expertise	✓
Proof of professional development for renewal	✓
Experience requirement	✓
Ethical conduct contract	✓
Professionally portable	✓

There's a lot more to a credential than its name.

So companies and their people are encouraged to examine each designation or certification, its focus and content, its requirements and post-certification support to ensure their complete set of needs are met before making a commitment.

These best practice criteria¹ may provide good guidance.



Industry's most valued source of logistics courses and certification

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supply chain & logistics

do-ability

The **CCLP**[®] program of study compresses decades of logistics knowledge into a program that can be completed in as little as 18 months. Our suite of 5 interlocking and progressive courses was designed to provide the breadth and depth to accelerate and complement on-the-job learning and deliver tangible operating outcomes. Our use of case-based learning, formal reports and group discussion has the added value of containing learner's (costly) errors to the 'classroom'. CITT Students, who bring a range of seniorities and prior functional experience to their course work, consistently report very high workplace utility. So CITT's students and articling participants¹ can return your training investment rapidly, while **CITT-Certified Logistics Professionals** have a more complete mix of knowledge, critical decision-making skill, experienced-based judgement and forward thinking needed to drive longer-term operating and corporate performance. Download our CCLP program brochure to learn more about CITT's courses and the abilities-based outcomes² they were designed to deliver.

© **CCLP** (CITT-Certified Logistics Professional) is a registered trademark of CITT. 1. CITT Articling Participants have completed all of the academic requirements for their **CCLP** designation and are amassing the 5 years of experience required for certification. 2. Abilities-based outcomes are explicit statements about what the student will be able to do as a result of integrating the knowledge, skills and attitudes. Learners can complete the CITT's logistics curriculum in as little as 18 months via online learning. 3. Collins J. *From Good to Great: Why Some Companies Make the Leap...And Others Don't*. HarperCollins Publishers Inc. New York, NY, 2001. 4. Do You Have the Right Skills to Compete? Accenture Outlook, October 2013, No. 1.

Formal education programs can accelerate corporate learning and deliver critical outcomes for business

Many corporate leaders agree that a company's human capital is its greatest asset, even more than technology and infrastructure build-ups. And some experts go so far as saying that hiring the right people is the FIRST priority for building a great organization.²

Fortunately our business can be taught (attitude cannot)

This is critical in the supply chain logistics discipline where there's an explosion of need and a talent pool that's becoming shallower as the experience retires. The sector needs to adopt the idea of 'Develop-able Fit'³, which is an HR strategy that's much like athlete

drafts that bid for the 'best available athlete' who's later taught the specific sport. This is relevant for the SCL sector where we must address our widening HR gaps quickly. To support this, experts are calling for the adoption of more formal, broad-based corporate training to quickly develop appropriately skilled workforces.³

Formal education programs that deliver abilities-based outcomes can deliver synergistic benefits with wise HR decisions and strategic tech investments.

Abilities-Based Outcomes of CITT's CCLP® Program	
✓	Immediate applicability to SCL ops
✓	Shorter time to effectiveness
✓	Reduced incidence of errors
✓	Reduced/limited cost of errors
✓	Streamlined decision making
✓	Improved supply chain stability
✓	Wider corporate benefits (pp. 14-21)

And, of course, employing and supporting people with professional designations also helps to demonstrate your company's proven do-ability.

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business manageability

Once someone has earned the **CITT-Certified Logistics Professional** designation, they've applied their acumen to many realistic supply chain and logistics challenges AND have developed or demonstrated their general business management ability. CITT believes that business management ability is a bedrock requirement for a credible, industry-based designation. Fortunately, CITT does not limit the **CCLP** designation to people with university business degrees. We believe that the **CCLP** designation should be attainable for any person who can meet the standards. While we provide advanced academic standing, course exemptions and a Senior Executive Fast Track for people who have business courses or deep, senior level experience, we also provide access to convenient and affordable business courses online for those who don't.¹

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Supply chain logistics is serious business, demanding real skill

Whether supply chain logistics is a company's core business or a support function, ensuring uninterrupted SCL operations has been identified as *the* most critical driver for corporate performance. And supply chain has been found to be more sensitive to employees' skills and expertise than any other operational factor (pp.12-15).

It probably comes as no surprise that studies are also telling us that management abilities are important, too.^{2,5} **And that there are critical business skill-set gaps now, with more on the horizon.** Especially with the anticipated demographic shifts, and global, integrated trade and business continuing to get more complex. Canadian businesses have indicated that their people need more diverse and sophisticated skills.⁵

"Business acumen, interpersonal skills, problem-solving and analytical ability are increasingly seen as an essential foundation for many roles in the supply chain logistics sector."³

In general, companies have responded by doubling their investment in formal training since 2011, with 42% using online channels.⁵

Developing broader business and management capabilities is just as important as developing functional area expertise.

If companies don't respond, unresolved skill gaps can cause increased operating costs, erosion of customer satisfaction, loss of revenue, stunted growth, lost business to competitors and real stress on employees.⁵ Professional designation programs that build comprehensive abilities and support continuous learning can be part of a well-rounded HR strategy.

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lifelong maintainability

CITT-Certified Logistics Professionals[®] can only maintain their professional abilities and certified status if they commit to continuing professional development. And if **CCLPs** access only a fraction of the resources CITT provides, they (along with their companies) get a payback of less than 8 weeks on the annual cost of the **CCLP** designation as well as significant ROI.¹ CITT's support includes a year-round, globally accessible webinar series, a well-stocked educational library that includes regularly updated **CCLP** program of study materials, and an internet hub that connects our pros with relevant resources from around the world. CITT runs a formal mentoring program, plus we offer local networking events and benchmarking activities in many regions. CITT also presents the sector's leading annual PD conference open to anyone—live or online via our real-time, interactive webcasts. All this to help **CCLPs** and their businesses maintain their abilities.

© **CCLP** (CITT-Certified Logistics Professional) is a registered trademark of CITT. 1. Most of CITT's bank of resources are offered FREE of charge to certified members. **CCLPs** and registered CITT students can attend the conference at deeply discounted rates. 2. Schilling, David R. "Knowledge Doubling Every 12 Months. Soon To be Every 12 Hours". *Industry Tap Into News*, April 2013.

Professionalism reflects a deep commitment to ongoing learning and continuous improvement

The supply chain and logistics sector is managing an explosion of challenge. Our professionals have never had to be this good, and the complexity increases daily.

Clearly no professional credential could ever educate a working professional on the sum of all supply chain and logistics knowledge s/he would need for a complete career. **Employers need to enable continuous growth, instead.**

The goal of a good professional designation program is to build the deepest, most solid foundation on which continuous learning can be added. Then enable it with a framework that

Across all areas of business and life, we're navigating unprecedented and exponential information growth. When CITT was founded after WWII, human knowledge doubled every 25 years. It now doubles every 12 months. And experts predict that soon, it will double every 12 hours.² That's a breathtaking rate of change. Yet we need to manage and adapt to it.

supports, motivates and recognizes the elite pros that embrace self-improvement.

The requirement for ongoing PD from select industry designations explains why these certifications have such practical durability—sometimes even beyond the most coveted academic accomplishments—and why they are often included in proactive companies' HR strategies for career development and succession planning.

People who've earned logistics designations are particularly special in an industry that doesn't require them.

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complete supply chain logistics expert-ability

With proven SCL and business knowledge, years of experience, and a commitment to ethical conduct, a **CITT-Certified Logistics Professional**[®] can be trusted to bring more complete professional expertise and good judgement to the business of supply chain logistics—for shippers, carriers or ancillary service companies and across the wide range of seniorities and functional roles involved, including sales. Our last technical course, Integrated Logistics, challenges students' ability to understand, align and integrate all internal and external supply chain logistics functions into one cohesive system. These functions can include production planning, procurement, materials management and handling, quality control, inventory control and order processing, warehousing, data exchange, finance, transportation and customer service. And when companies hire, support or promote **CCLPs** they're enabling their own ability to develop or run more responsive, integrated systems to deliver maximum value to all stakeholders while minimizing risk.

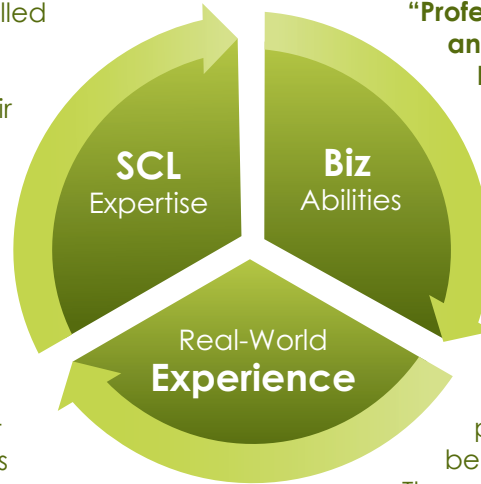
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The supply chain logistics “trade” has become a true profession, reflecting the pivotal nature of its risks and returns

Supply chain logistics has been called **the cornerstone of economies.**¹ Today, companies rise and fall on the strength—or weakness—of their domestic and international supply chain logistics operations. And leading organizations incorporate supply chains right into their business strategies.²

The complex nature of integrative trade and global supply chains means that logistics operations attract a disproportionate amount of risk and impact on a company's balance sheet. Our people have never had to be this good. In fact, not since the post-WWII industrial/commercial boom has our

economy faced the supply chain logistics expertise development challenges it faces today.



“Professionalism” is a function of skill-sets and experience, and it’s also a mindset. Professionalism can be developed.

The need for rapid onboarding of new staff, the engagement, retention and skill development of current staff plus mid-term organizational succession planning are all critical operating and HR issues for Canadian businesses. Investments made in a formal, external professional development and certification program have many demonstrable benefits and paybacks.

The next pages will outline the extraordinary value of expert ability in supply chain logistics.

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corporate profitability

CITT's **CCLP**[®] designation program develops people's understanding of the significant factors and levers involved in running sustainably profitable and uninterrupted logistics systems—for supplier specialists or people in client-side roles involved in managing or procuring services. They gain an operational and managerial understanding of how to assess the financial impact of different supply chain strategies on the income statement, balance sheet and on overall corporate profitability. CITT's course work also includes economics of logistics, advanced decision modelling, integrated logistics management as well as sector-relevant law which covers financial and contractual risk management. And before logistics professionals are fully certified by CITT they have acquired real-world experience to learn how all these concepts apply.

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Supply chain logistics has a bigger impact on companies' financial performance than any other input¹

A number of significant research studies with thousands of companies have explored the links between the supply chain and corporate performance.¹⁻³ Sound supply chain logistics management was consistently found to be related to corporate performance.

Richard Ivey School of Business research even concluded **uninterrupted supply chain operations are more closely linked to a company's overall financial performance than any other operational factor.**¹ And a recent study conducted by MIT and PwC reported that supply chain operations were more sensitive to skill set and expertise than any of the other big factors, including commodity pricing or the cost of energy and oil.³



This is a shocking conclusion, given our hyper focus on fuel prices.³ But also a great one, since we can't do anything about the cost of fuel.

A deep understanding of the mechanics of the supply chain logistics business is essential to maximize profit and corporate value creation.

SCL professionals need a strong grasp of operations and how the elements of a well-integrated system fit together—and know where they're vulnerable. They also need to understand risk and cost drivers; how to make calculated decisions; how to allocate human, capital and financial resources; and master real-time problem solving and risk-minimization. A strong industry designation program can really help.

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operating & financial invulnerability

CCLP[®] designation candidates learn how to identify and anticipate risks, build contingencies and manage interruptions in the domestic or global supply chain with confidence—all without sacrificing profitability. That's because CITT integrates a wide range of realistic scenarios into courses and learning processes. This helps our designation candidates hone more mature knowledge and develop their professional instincts and predictive skills. They learn that many interruptions can be predicted and they get practice managing issues in an educational environment where there is no risk to their employer's business. CITT's advanced courses like Logistics Decision Modelling, Integrated Logistics, and Risk Management¹ are particularly valued and fill some of the critical management skill gaps identified by industry.² Businesses' very survival can rely on **CITT-Certified Logistics Professionals**. It's no wonder that Canada's elite MBA Games have looked to CITT for strategic case writing and adjudication. And why business schools like the I. H. Asper School of Business at the University of Manitoba recommend the **CCLP** designation for their business school grads.³

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Uninterrupted supply chain operations rely on adaptive, mature professional skillsets and expertise⁴

The modern, global supply chain logistics ecosystem is much more complex and fragile than many executives appreciate. Great disruptions happen all the time. Political upheaval, extreme weather phenomena and natural disasters are happening more and more frequently in the distant regions from which many companies now source their products, components or raw materials.

Studies document that **supply chain disruptions have a dramatic impact on many financial indexes for companies**, including high-order business impacts on corporate profitability and related shareholder value and share-price volatility.⁶ Other major impacts

include, but aren't limited to, poor asset utilization, excess inventory, higher cost of capital, personnel turnover, as well as loss of reputation and credibility.⁶

While 77% of companies are "blind-sided" by unexpected disruptions to their globalized supply chain logistics operations,⁵ these disruptions are mostly predictable, the risks manageable, and corporate suffering avoidable.

There's never been more urgency for businesses to develop mature skills and internal risk management capabilities.

Having depth and breadth along with professionalism is the key to predicting and maneuvering the great disruptions.

Able pros protect their business with proactive planning and risk management strategies—and can use adaptive thinking to stabilize their ops when interruptions strike.

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talent retainability

The **CCLP**[®] designation and its course of professional development is exactly the kind of portable PD that companies can use to increase their employees' commitment and loyalty. A deep sense of reciprocity can grow between a company and the employees they encourage and support to become **CITT-Certified Logistics Professionals**.¹ This reciprocity translates to increased commitment that, in turn, increases loyalty as much as +73%.² And this huge gain can be achieved with CITT's accessible, industry-leading certification program, at a relatively small company cost. The training investment is just 2% of the average cost of turnover in the supply chain logistics sector for someone to attend a logistics or business course from CITT in each of our three semesters³, and only 0.37% to maintain an employee's **CCLP** designation annually.

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Professional development that's portable actually deepens people's commitment to their company and increases their loyalty

Some managers worry that if they develop their people's capabilities and credentials, they're just making their employees more likely to leave because they'll be more marketable and attractive for other employers to poach. The data actually show the opposite is true.^{1,2}

HR research proves that investments made in the kind of portable professional development that goes beyond company-specific training on in-house systems and processes has significant, positive impact on a range of HR outcomes including employee commitment and retention.^{1,2} This will come as GREAT news for corporate

leaders, business owners, operational managers and HR departments. All are aligned on the need to retain employees and develop a strong succession plan to offset the shallow supply chain logistics labour pool and the wave of boomer retirements that's rolling in fast.^{3,4}

There's never been a stronger case for the business-wide benefits of professional development programs like CITT's

CITT's CCLP® portable designation has features that can contribute to critical HR outcomes ¹	
✓	Increased employee commitment
✓	Decreased turnover
✓	Increased retention
✓	Better productivity and output
✓	Reduced absenteeism
✓	More positive attitude at work
✓	Higher employee satisfaction

The prioritization of professional training and development is a business investment, not a discretionary expense. For many leading companies it's a pivotal strategy for ongoing survival, profitability, and market competitiveness.

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professional trustability

CITT-Certified Logistics Professionals (CCLP®) distinguish themselves—and the companies they work for and with—by their professional competence, character and conduct. Once every year, as a condition of their designation renewal, **CCLPs** also renew their promise to uphold CITT’s Code of Professional Ethics and recommit themselves to operating in ways that reflect the values of transparency, integrity and the respect of others. CITT recognises that supply chain and logistics professionals serve the public interest first and considers their responsibility to the betterment of society as paramount. **CCLPs** bring this value system to their employer companies.

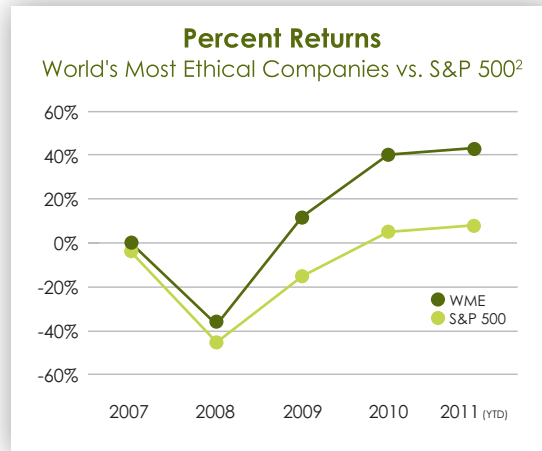
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Ethical professionals positively affect performance in many ways that reflect well on their organizations¹

History shows that strong ethics are good for business. Ethical cultures help companies secure stronger partnerships with clients and suppliers. They help to attract better personnel at all levels of management and operations. They reduce the inefficiency from territorial silos. They promote quicker recovery from inevitable mistakes. And they consistently yield higher returns and profits.²

Corporate culture is created and shaped by people. There's a growing expectation that staff, business associates, preferred suppliers and strategic partners

reflect a shared commitment to ethical values such as transparency, accountability and collaboration—all essential to the smooth management of a global supply chain.



Trustworthiness is based on consistent delivery of these high values.

Professional designations tend to attract people with already strong value systems and they can help support—and advance—ethically minded organizations.

"Trust is the outcome earned by one's integrity. More than merely affecting reputation, trust provides the infrastructure for the

innovation, quality and collaboration that deliver sustainable excellence."

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Canada-wide supportability

CITT's ambition is to help professionals and their companies succeed. We believe anyone involved in the business of supply chain logistics should have the chance to learn, grow and benefit from the distinctions and advantages available to our well-respected, certified professionals. We start by making all of the academic requirements for the **CITT-Certified Logistics Professional**[®] designation affordable, attainable and accessible via online learning.¹ We provide supportive resources to coach our students through the learning and certification process so they can learn well—and do well.

Every student has access to a course facilitator to guide them, and we maintain student-to-facilitator ratios much better than open learning norms. Technical support is available for our online students during their coursework, assignments and during online exams. And CITT's staff and faculty team are dedicated to providing responsive, personal and cheerful support. CITT also systematically evaluates the **CCLP** supply chain logistics program of study to assess student reaction, learning benefits, relevance & applicability to their jobs, and results delivered. We also assess our methods to ensure they're realistic for working professionals.

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The wide adoption of well-supported e-learning for professional development has been a game-changer for many businesses and their people

E-learning has leveled the competitive field. The highest quality of professional education and subject matter experts are accessible on a virtually universal basis to anyone or any company—irrespective of size or location.

Corporate demand is rising fast²

High-quality, best practice-based e-learning offerings, such as CITT's **CCLP®** designation program of study, educational webinars and the live streaming of our industry-leading annual PD conference have engaged more professionals than ever before. Online accessibility has made corporate investment in broader-based training,



professional development and certification much more feasible and time- and cost-efficient. And it's easier for employees to balance their learning timetable and online classroom time with work, home or travel schedules.

Yet not all e-learning is equally as “friendly”

When selecting a designation program, companies are encouraged to review the supporting structures to ensure an effective and enriched learning and certification experience, including:

- ✓ Responsive faculty
- ✓ Interactive group discussions
- ✓ Timely tech support
- ✓ Formal checkpoints & regular progress feedback

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Industry's most valued source of
logistics courses and certification

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professional supply chain logistics expertise

incomparable

The **CITT-Certified Logistics Professional® (CCLP)** designation is granted by CITT, industry's most experienced and valued educational institute and certification body supporting the supply chain logistics sector. The **CCLP** designation meets the highest standards of world-leading professional credentials—while still being affordable, accessible and attainable for *any* professional who's able to meet the standards. **CCLP** designation holders have nearly 10,000 hours in the business (or more), have business knowledge, and have demonstrated the greatest depth and breadth of functional area expertise in the industry. They also commit to continuing professional development and ethical practices. The **CCLP** program of study has immediate operational payback with demonstrable benefits to corporate profitability, supply chain stability and employee retention. **CCLP** is an ideal development program and credential for anyone who buys, sells or manages the flow of goods and product—or is impacted by supply chain logistics. Contact CITT to learn more about the proven benefits CITT and a **CCLP** can bring to your business.