



CERTIFICATION & TRAINING PROGRAMMES





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Welcome from Bernard Gracia

Expectations placed on the shoulders of buyers and purchasing managers have evolved tremendously over the past 15 years.

Processes integrate more strategic activities, the focus on cost calls for more sophisticated techniques and the creation of value is increasingly emphasized.

Professionals are asked to actively solve problems, deliver results and generate value for the business. In this context, Purchasing professionals are expected to build and develop enduring relationships with stakeholders and suppliers, initiatives that depend heavily on soft skills.

At EIPM we have continuously enhanced our portfolio to offer solid foundations and leading edge techniques.

Whether a seasoned professional or a newcomer to the profession; in our catalogue of courses you will find a unique opportunity to gain expertise, confidence and efficiency.

The EIPM Training Modules and Certification Programmes are offered on four continents, presented twice a year, and are available in multiple languages through EIPM's worldwide branches.

They are a rewarding experience, giving purchasing professionals and their organisations access to knowledge and skills that are relevant, applicable and competitive.

The EIPM courses help companies to accelerate their change programme by motivating and developing the talent in their team.



What is EIPM?

EIPM is at the intersection of the business and academic worlds, with an approach to education grounded in the reality of business. Currently with branches in Geneva and Shanghai and partnerships in Brazil, India, Mexico, North America, Poland and the United Arab Emirates, the Institute has developed a complete range of solutions to meet the training needs of its large base of international clients in all sectors of industry and service.

EIPM solutions to meet your training and development needs

TRAINING & EDUCATION		In-Company Programmes	Global deployment of customised in-company programmes. 4 000 participants in 9 different languages every year.
		Training Modules & Certification Programmes	Highly recognised qualifications for Buyers, Expert Buyers and Purchasing Managers. Proposed around two or three days or grouped on programmes of two or three weeks, available in four continents and presented twice a year.
		Global Executive MBA	An MBA for Executives and high potentials. The longest standing Executive MBA specialised in Purchasing and Supply Management. Available in Archamps and Shanghai.
		Executive Summer School	The Summer School draws on the EIPM Global Executive MBA specialisation modules. It is delivered through July and August and consists of four one-week modules.
		MSc for Professionals	A lifelong learning programme that combines the different levels of our Certification Programme and selected MBA modules.
RESEARCH		Research Projects & Publications	The Value Creation Observatory investigates the impact of Purchasing on Company Value Creation. The EIPM Journal of Supply Excellence shares strategic knowledge on subjects of current relevance for Purchasing.
		EIPM Club	A club of purchasing units benefiting from EIPM's latest research, innovative education, benchmarking and networking opportunities.
		Networking Opportunities	Sharing best practices through one-day Workshops, CPO Round Tables and the EIPM Annual Purchasing Conference.
TOOLS		Talent Assessment	Competency assessment for individuals, team or companywide evaluations. Available in 8 languages. More than 10 000 users.
		Bee-Best	This method evaluates the organisational maturity and performance of a company's Procurement or Supply Chain organisation. It is the base for the EIPM Peter Kraljic Awards process.
		E-learning Modules	E-learning modules and online exams to strengthen support and reinforce face to face training sessions.



Education for the Entire Purchasing Community

EIPM offers 16 specialised courses covering a complete set of topics that are at the heart of the challenges faced by Purchasing Professionals. The training method is a dynamic mix of short concept presentations, integrating examples, case studies and participants' own examples to illustrate the main tools.

The courses bring new perspectives and skills to the entire landscape of the profession, from buyers to upper management. They can be taken on an independent basis in the form of open enrolment Training Modules, answering topical needs, or followed as a standard Certification Programme that combines four or six courses to offer the participant a deeper academic experience.

TRAINING MODULES - Filling in the gaps

EIPM Training Modules are conceived around two or three days and focus on specific themes such as Soft Skills, Cost Optimisation or Purchasing Management, amongst others.

Attending modules is very motivating and is an effective way to fill in a gap or sharpen up on a specific topic. This "à la carte" approach is also appropriate when someone moves cross-functional and needs to come up to speed in certain areas.

By successfully completing an exam at the end of their module, participants obtain a certificate of completion.

16 modules "à la carte"
Two or three-day courses
Flexible programme undertaking
Certificate of completion

CERTIFICATION PROGRAMMES - Standing out from the crowd

EIPM has developed three Certification Programmes covering the full spectrum of purchasing functions: Professional Buyers, Expert Buyers and Purchasing Managers.

The EIPM Certification enables purchasing professionals to keep their knowledge and skills relevant, applicable and competitive, whilst being an industry standard that is recognised worldwide.

The courses are flexible and designed around compact, specialised, two or three weeks covering both strategic and operational perspectives, and a final project.

Three programmes to choose
A Talent Assessment at the outset of the programme
Project that supports the business
Challenging jury and a rewarding diploma



Available Around the Globe

EIPM's Purchasing courses are accessible Worldwide

Given the increasing demand of local markets around the world for high-quality and specialised Purchasing education EIPM has significantly expanded its range of educational solutions. Our Training Modules and Certification Programmes are available worldwide, presenting an opportunity for Purchasing & Supply Chain staff to benefit locally from the same level of expertise as in the EIPM Campuses.





Pedagogy

EIPM realises the benefit of using diverse learning methods, which is why EIPM developed a Blended Learning Process. This gives students the opportunity to fully grasp and absorb the subject they are studying through a variety of teaching methods.

Pre-learning

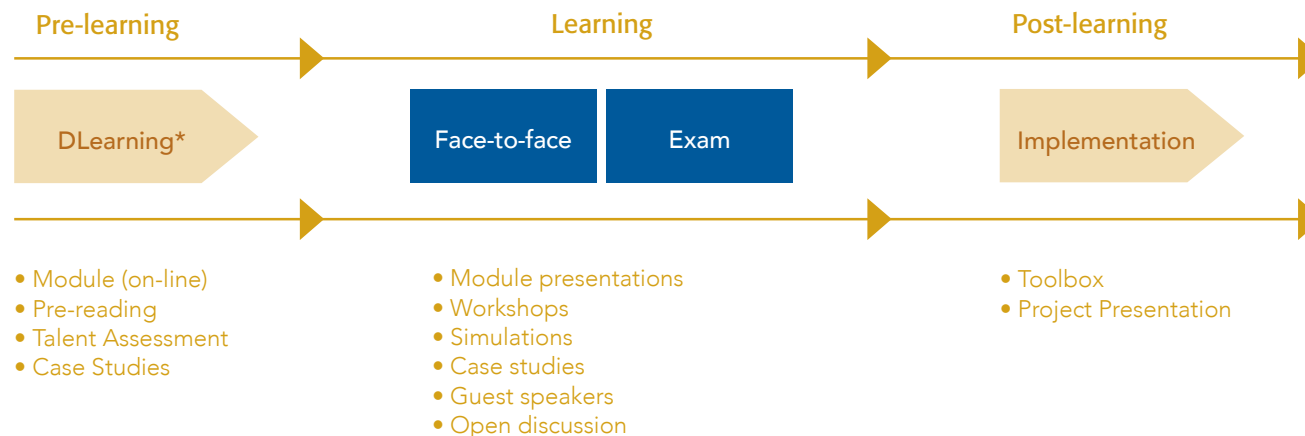
Students are provided with articles and cases as pre-reading materials. Sometimes on-line interactive training is provided to give the participant a basic understanding of the module that they are about to attend.

Face to face

The course is intensive and is mainly delivered through workshops with practical cases. The class will often use a real-life scenario provided by one of the students. This gives students the opportunity to share and benchmark their own experiences. Lecturers are also available for personal consultations.

Written exam

Exams are held for one hour before the closing of each module.



* DLearning is available on EIPM's propriety distance learning platform



Training Modules

The following 16 training modules can be taken independently. They help current or future purchasing professionals develop their skills and thinking. Individuals can learn from our renowned faculty and, by successfully completing an exam at the end of their module, participants obtain a certificate of completion

PURCHASING MANAGEMENT

-  Fundamentals of Purchasing P14
-  Key Category Management P20
-  Value Contribution P24
-  Purchasing Management: Strategies & Organisations P26
-  Purchasing Management: Skills & Performance Indicators P27

FINANCIAL RISKS & CONTRACTS

-  Financial Risks / Opportunities in Supply Management P16
-  Contract & Legal Aspects P17

SUPPLY CHAIN

-  Inventory Management P15
-  Supply Chain Optimisation Management P28

MANAGING SUPPLIERS

-  Supplier Relationship Management (SRM) P21
-  Supplier Development & Optimisation P23

COST OPTIMISATION

-  Cost Analysis P18
-  Advanced Cost Reduction Tools P22

SOFT SKILLS

-  Practicing Negotiation Techniques P19
-  The Soft Skills in Hard Negotiations P25
-  Leadership & Change Management P29

Certification Programmes

EIPM Certification Programmes enable purchasing professionals to keep their knowledge and skills relevant, applicable, and competitive. In addition, it is an industry standard that is recognised worldwide. The programmes are organised in three different levels.



Certification Programme for Professional Buyers

Objective

The Certification Programme for Buyers prepares participants to take charge of a purchasing portfolio. The training covers the fundamentals of the purchasing function, such as understanding the purchasing process, analysis of a portfolio, segmentation, understanding how to apply the best practices and building a purchasing strategy.

Target Group

The Certification Programme for Buyers is targeted to provide the fundamental purchasing process and tools to buyers with less than two years experience and mostly local purchasing responsibilities.

Validation

To be certified, participants are required to pass an exam at the end of each course and to successfully present a project.

PROGRAMME STRUCTURE

Week 1



Fundamentals of Purchasing

P14



Inventory Management

P15

Week 2



Financial Risks / Opportunities in Supply Management

P16



Contract & Legal Aspects

P17

Week 3



Cost Analysis

P18



Practicing Negotiation Techniques

P19



Certification Programme for Expert Buyers

Objective

The Certification Programme for Expert Buyers prepares participants to have an active role in the definition and implementation of the company's business and purchasing strategy. The programme also focuses on cross-functional and cross-cultural environments which require specific interpersonal skills.

Target Group

The Certification Programme for Expert Buyers is targeted for Lead buyers, Category buyers, Project buyers, Business Unit buyers with large portfolio responsibilities.

Validation

To be certified, participants are required to pass an exam at the end of each course and to successfully present a project.

To be certified, participants need to attend all training modules, successfully pass all exams and present a project in order to convince a jury of professional practitioners and professors. Certification programmes can be undertaken over 3 to 24 months. Certification candidates have access to an individual online talent assessment at the outset of their certification programme.

PROGRAMME STRUCTURE

Week 1

3 days

Key Category Management

P20

2 days

Supplier Relationship Management (SRM)

P21

Week 2

3 days

Advanced Cost Reduction Tools

P22

2 days

Supplier Development & Optimisation

P23

Week 3

2 days

Value Contribution

P24

3 days

The Soft Skills in Hard Negotiations

P25



Certification Programme for Purchasing Managers

Objective

The Certification Programme for Purchasing Managers focuses mainly on management and leadership capabilities as well as the organisational aspects of purchasing. Among the management issues covered are strategy definition, organisation and team management. Leadership subjects include leadership styles, change management and communication.

Target group

The Certification Programme for Purchasing managers is targeted to purchasing executives with a solid purchasing background who are leading a team of buyers or to senior buyers aspiring to an executive position.

Validation

To be certified, participants are required to pass an exam at the end of each course and to successfully present a project.

PROGRAMME STRUCTURE

Week 1

3 days

Purchasing Management: Strategies & Organisations

P26

2 days

Purchasing Management: Skills & Performance Indicators

P27

Week 2

2 days

Supply Chain Optimisation Management

P28

3 days

Leadership & Change Management

P29



Certification Programmes Structure

All candidates have access to an individual online talent assessment at the outset of their certification programme.

To be certified, participants need to attend all modules and to pass an exam at the end of each one. Finally, they have to prepare a project and to defend it in front of a jury of professionals and professors.

week **1**

TALENT ASSESMENT

Pre-learning 1	Module 1	Exam
Pre-learning 2	Module 2	Exam

week **2**

Pre-learning 3	Module 3	Exam
Pre-learning 4	Module 4	Exam

week **3**

Pre-learning 5	Module 5	Exam
Pre-learning 6	Module 6	Exam

PROJECT



Certification Project

The development of a project during the Certification Programme is an essential part of the learning process and demonstrates the participant's capacity to implement the tools and methodology covered during the training sessions.

Content

The project is practical and focuses on a real issue encountered by participants in their daily work. It should therefore not require additional work.

The project is organised around three main stages:

- **Issue analysis** – examining the problem and building up a proposal to address the issue integrating the company's current and future internal and external environment.
- **Business case** – creating an overview of the company's interest to address the issue, including a Cost vs. Benefit calculation.
- **Implementation and measurements** – Presenting specific recommendations and action plans with guidelines to the management.

Both the company and EIPM must approve the project.

Coaching

The coach, designated by EIPM, follows and advises the participant during the whole process.

Time Frame

The project begins with the development of a project proposal after completion of the first week of courses.

The final project is sent to the jury two weeks prior the presentation date – typically scheduled three months after completion of all courses.

Project Deliverables

The project deliverables are:

- Before starting the project development, participants submit a project proposal.
- Once the project is approved, during the project development: short control reports for each main phase (milestones) are presented according to the development plan. The coach is available at an agreed time to discuss any point by request from the participant.
- The final presentation time allocation is 30 minutes followed by 15 minutes of questioning by the jury.

Fundamentals of Purchasing

Learning Goals

Following this module, participants will be able to:

- Segment his Portfolio and define his priorities.
- Structure his communication with his stakeholders and translate needs into quantifiable, measurable objectives.
- Implement an objective, transparent supplier selection process.
- Integrate cost drivers into his roadmap through the use of Functional Definition, TCO and Cost Breakdown tools.

Target group

- Buyers looking to acquire a broader perspective on Purchasing.
- Newcomers to the profession.
- Employees moving from other functions into purchasing.
- Employees in regular contact with suppliers.
- The course can also provide a purchasing culture to Purchasing Assistants as well as to "Internal customers".

Methods and tools

Numerous case studies, workshops and discussions are organised in order to facilitate exchange between participants and the EIPM experts. The workshops are a key approach to practice the tools presented, using participants' own environments.

Credit for



DAY 1

- Diagnosis of Purchasing Portfolio: Identify the main segments on which we will prioritise.
- Buying Centre: how to identify the key stakeholders in the company and their needs in order to satisfy them and influence their future decisions to the common interest of the company and the individual stakeholder.
- Functional definition of requirements: how to challenge internal customer needs using a structured approach to identify the "right need" in terms of functions desired and not solutions.
- Consolidation of needs and suppliers (supplier base optimisation) and standardisation as common best practices to obtain cost reduction.

DAY 2

Prospecting potential supplier: Participants will learn how to:

- Define selection criteria for potential suppliers.
- Search potential suppliers.
- Pre-qualify potential suppliers using a specific request for information - Participants will learn how to create one for their purchasing families.
- Visit suppliers - Participants will learn how to prepare, to carry out and report on a supplier visit.

Supplier selection: participants will learn how to:

- Prepare a Request for Quotation - Participants will learn what the main contents of a RFQ are and how to develop one for their business.
- Implement a supplier selection process - Participants will learn how to formalise a selection grid and how to implement it through active involvement of the buying centre.

DAY 3

- Cost breakdown analysis: use price breakdown analysis to prepare negotiation with suppliers and discuss improvement actions. Participants will learn how to build a cost breakdown structure adapted to their own purchasing needs, how to obtain detailed information from suppliers and analyse it for future negotiations.
- Total cost of ownership: Participants will learn how to build a TCO model adapted to their specific needs in order to select suppliers or to identify cost improvement opportunities.



This module can also be taken on an independent basis.

Inventory Management



DAY 1

Environment

- The reasons companies have inventories
- Inventory as an enabler of sales
- Inventory is on the balance sheet
- Opportunities for Purchasing
- Inventory management Challenge

Basics of inventory management

- Stock profile
- EOQ
- Safety stock
- Other reordering methods
- Inventory handling
- Receiving, storing, controlling, issuing

DAY 2

Advanced knowledge

- Inventory flows
- Demand types and planning systems
- Demand
- MRP, ERP, EDI
- Bull Whip effect
- Inventory valuations methods
- FIFO, LIFO, Weighted average, Standard costing
- Inventory management KPI's

Inventory strategy

- Inventory alternatives
- JIT, Kanban, SMI/VMI
- Forecast quality, Two bins, Supplier delivery
- Creation of Inventory strategies
- ABC Analysis
- Kraljic approach for inventory management
- Demand segmentation and inventory strategies

Learning Goals

Following this module, participants will be able to:

- Recognize the different types of inventories.
- Understand the basics of inventory management, when and how much to order, the safety stock, and the various operations related with inventory set-up, handling, maintenance.
- Discover the key players and their roles & responsibilities.
- Understand the flows related to inventory management, the demand types and the planning systems.
- Define the meaningful KPI's.
- Know the main methods of stock valuation.
- Select the appropriate options to optimize inventories.
- Develop an inventory strategy for their supply chain.

Target group

- This course is suitable for buyers and sourcing personnel at all levels.
- Particularly useful for purchasing professionals, supply chain managers, procurement managers, warehouse managers, and inventory managers who want to optimize the benefits of maintaining inventories along the supply chain, while reducing their costs.

Methods and tools

- A two-day programme using lectures, visual aids and case studies to give participants a substantial set of information and the opportunity to discuss matters with which they are particularly concerned.
- The seminar explores the numerous practices and conceptual developments in the field of Inventory Management.

Credit for



This module can also be taken on an independent basis.



Financial Risks / Opportunities in Supply Management

Learning Goals

Following this module, participants will be able to:

- Know the objective, content and presentation of the 3 main statements included in the financial reporting.
- Calculate ratios and ask questions to obtain a picture of the financial health of a supplier.
- Understand the impact of the cost structure on inventory valuation.
- Assess the consequences of some procurement decisions on the financial statements presentation.
- Identify the basic principles of risk assessment.

Target group

- Buyers, Lead Buyers and Commodity Managers, who need to evaluate the financial health of their suppliers or develop strategies to improve the financial performance of their own companies.

Methods and tools

- Presentation of the main financial statements .
- Description of financial ratios and cost management principles .
- Definition and use of net present value and internal rate of return.
- Presentation of methodologies to manage risks and to profile suppliers.
- Business game.

Credit for



DAY 1

- Introduction and expectations.
- Financial analysis of 3 financial statements: balance sheet, income statement, cash flow statement.
- Formation of groups to team up and play out "Bee Finance", a board-based simulation game and roll-out quarter 1 under the control of the instructor.
- Groups take charge of their own company and make decisions regarding strategic spendings, which will determine sales order, production and purchases.
- Presentation and description of the most common financial ratios.
- Groups produce their Q1 financial statements and ratios, and compare these to the objectives given by the instructor.

DAY 2

- Review of points covered and those which need further clarification.
- Roll-out Quarter 2, make decision from news given by the instructor.
- Groups produce their Q2 financial statements and ratios, and compare them to the objectives given by the instructor.

- Presentation of the impact of Costing on Inventory Valuation, of Procurement Finance drivers, of Net Present Value and Internal Rate of Return.
- Roll-out Quarter 3, make decision from news given by the instructor, negotiate with instructor when needed.
- Groups produce their Q3 financial statements and ratios, and compare them to the objectives given by the instructor.

DAY 3

- Presentation of methodologies to manage risks and to profile suppliers.
- Roll-out Quarter 4, make decision from news given by the instructor, negotiate with instructor when needed.
- Groups produce their Q4 financial statements and ratios, and compare them to the objectives given by the instructor.
- Instructor presents various documents to allow participants to use these in their daily operations.
- Exercise to assess knowledge acquisition.
- Participants provide conclusions.



This module can also be taken on an independent basis.

Contract & Legal Aspects



DAY 1

Legal basics common to all contracts

- Fundamental elements and formation of contracts.
- Legal wording and contract terms.
- Applicable law and concept of precedence.
- Legal families, choice of governing law, ruling language.
- What is a contract and what are contract stages?

Legal Terms - Definition and Interpretations

- Object of contract.
- Some contracts: Confidentiality agreement or non-disclosure agreement.
- License agreement, letter of intent or memorandum of understanding (M.O.U.), master agreement/application Agreement.
- Could other documents carry legal obligation?
- General terms of sales/ General terms of purchase.

Formation of contracts

- Misrepresentation.
- Conflicting clauses/the battle of forms (general conditions of sale vs. general conditions of purchase).
- The content of contracts.
- Warning.

DAY 2

Life and Execution of contracts

- Duties of the seller and the buyer.
- Buyers' & Sellers' rights.
- Description of goods.
- Acceptance/rejection of goods.
- Contract price/price revisions.
- Delivery terms.
- Transfer in ownership, passing of risks.
- Payment terms (clean/documentary).
- Severability clause/entire agreement.
- Contract performance.
- Assignment/subcontracting.
- Defective/delayed performance.
- Monetary compensations (penalties/liquidated damages).
- Force majeure/frustration/hardship clause.
- Rescission of the contract/anticipated termination.
- Contractual documents/order of priority.
- Dispute resolution (state courts/arbitration).

Supply of services

- Specificities and points of attention.

Learning Goals

Following this module, participants will be able to:

- Understand the international legal framework.
- Identify the risk linked to an "informal" interaction with suppliers.
- List the necessary conditions to have a valid commercial contract.
- Recognise and use some "standard" clauses in contracts.
- Translate commercial needs into legal terms.
- Engage better relation with legal teams.
- Diagnose when and what to report to legal teams to avoid major risks to their company.

Target group

- This course is suitable for buyers and sourcing staff at all levels.

Methods and tools

- A two-day programme using lectures, visual aids and case studies to give participants a substantial body of information and the opportunity to discuss matters with which they are particularly concerned.
- The seminar explores the numerous practices and conceptual developments in international operations, as well as risk allocation, constraints and opportunities in the contractual and legal areas.

Credit for



This module can also be taken on an independent basis.





Cost Analysis

Learning Goals

The objective of this module is to provide participants with the basic knowledge to understand how suppliers calculate their costs and their selling price. The following topics will be discussed:

- Functional analysis basics.
- Fundamentals of product cost structure.
- Should cost & cost breakdown analysis.
- TCO principles.

Target group

- Buyers at any level who wish to learn how to use cost breakdown and TCO decision-making tool to better negotiate price reductions with suppliers.

Methods and tools

- A business case study is used.
- Enables participants to analyse each major category of cost.
- Participants constantly challenge the current paradigms and take innovative decisions.
- The participants work in small teams of three.
- They share experiences.
- They learn by making smart decisions and some errors.

Credit for



The first part of the two-day session will be based on a series of exercises to understand how suppliers build up their cost to generate their price to customers.

This fundamental knowledge will provide buyers with the background to build-up the cost structure of a supplier.

Secondly, a TCO model will be presented - which is a decision-making tool to help buyers to identify cost improvement opportunities that go beyond supplier price.

At the end of the training course the participant should be able to:

- Conduct simple product functional analysis
- Develop should cost & negotiation strategy
- Create a TCO for a given product or service.

DAY 1

- Functional analysis principles.
- Functional specification.
- Introduction to VA / VE.
- Redesign to cost.

DAY 2

- Fundamentals of cost and financial approach.
- Product and services cost drivers.
- What should be the true cost and comparison.
- TCO basics and principles.
- TCO case study.



This module can also be taken on an independent basis.

Practicing Negotiation Techniques



DAY 1

Method for preparing a negotiation

- Introducing the check-list
 - 1: Outlining my objectives
 - 2: Evaluating the balance of power
 - 3: Analysing the mutual interest in negotiating
 - 4: Defining my strategy.
- Workshop: the suppliers' strategies and tactics
 - 5: Elaborating my behavioural pattern
 - 6: Laying out my control panel.
- Practical case study.

DAY 2

Purchasing Negotiation best practices and behaviours

- Presentation of the negotiation stages.
- Stakes, objectives.
- Best practices.
- Negotiation behaviours.
- Intercultural aspects.

DAY 3

Real cases coaching

- Workshops: each buyer gives a briefing about a real contemporary or future negotiation situation, and the problems it raises. The other participants and the trainer then help preparing the negotiation by applying the method.
- The most sensitive cases will then be acted out, using the behavioural pattern, the steps of a buying negotiation, and the best practices for each step. The trainer will focus on the behavioural aspects.

Learning Goals

Following this module, participants will be able to:

- Define negotiation objectives, including different options.
- Develop negotiation scenarios.
- Built alternative solutions (BATNA) to avoid deadlock situations.
- Organise their negotiation plan, taking into account their company constraints, the supplier's expectations and the market situation.
- Deliver the highest results possible, while maintaining long term relationship with suppliers.

Target group

- Buyers and internal customers who need to conduct or assist in commercial negotiations.

Methods and tools

- Pedagogical approach : Workshops, Case studies, Video training.
- Tools : Behavioural Pattern, Negotiation Planner, Concessions / Counterparts Matrix.

Credit for



This module can also be taken on an independent basis.





Key Category Management

Learning Goals

Following this module, participants will be able to:

- Understand the role of upstream and downstream purchasing.
- Define a purchasing strategy based on in-depth knowledge of their company needs and market trends.
- Maximize the value delivered to the company.
- Understand the fundamental steps of strategic purchasing portfolio management.
- Adapt this process according to the type of global/local organisation (for example within a Lead buyer or Key Commodity Management type organisations).
- Define a plan to execute the strategy.
- Measure the outcome of the strategy.
- Communicate effectively with the different stakeholders.

Target group

- This course targets purchasing staff with experience as buyers or in other functions, aiming to assume regional or global purchasing category management responsibility, particularly Key Commodity Managers and Senior Buyers in charge of commodity teams.

Methods and tools

- Workshops will be used to provide participants with the opportunity to apply the tools presented.
- Participants will be asked to apply the methodology to their own commodities.
- Extensive discussions among participants will facilitate a dynamic and interactive learning environment.

Credit for



DAY 1

- Sourcing strategy development from a corporate point of view.
- Introduction to Sourcing Methodology.
- Portfolio analysis.
- How to segment a portfolio.
- Understanding the dynamics of the supplier's market.

DAY 2

- Purchasing strategy development by segment.
- Sourcing Methodology.
- How to find new potential suppliers.
- Total cost approaches to supplier selection.
- How to select strategic suppliers.

DAY 3

- Risk.
- Market Intelligence and the role of the KCM.
- Discussion on the difficulties of the KCM's coordinating role and how to deal with it.
- Communication issues in relation to the management of commodity teams.



This module can also be taken on an independent basis.

Supplier Relationship Management



DAY 1

- Definition, benefits and risks of SRM.
- Identifying Key Suppliers in a portfolio.
- Focusing on a Key Supplier.
- Identifying the Key Supplier business strategy.
- Analysing the buying company's attractiveness to the Key Supplier.
- Understanding personal networks among the company and the Key Supplier.
- Benchmarking several actual examples of Suppliers strategic mapping matrix and Global commodity strategic analysis.
- Workshops and cases.

DAY 2

- Defining objectives for a Key Supplier
- Identifying the action plan to manage the Key Supplier.
- Setting up the organisation to manage the Key Supplier (Key Supplier Manager).
- Understanding the purchasing Company's maturity levels to drive and enable SRM process: from transactional process to Value chain integration.
- Benchmarking several actual examples of performance measurement: Suppliers Scorecards, Customers Satisfaction Index, Suppliers Satisfaction Index.
- From Scorecards to qualitative TCO: integrating the customers' expectations into Key suppliers management objectives through a global value measurement process.
- Workshops and cases.

Learning Goals

Following this module, participants will be able to:

- Understand the processes and tools to implement SRM and Key Supplier Management.
- Identify the Key Suppliers in the company.
- Analyse the relationship with the Key Supplier.
- Understand the Key Suppliers strategy and its fit to the company.
- Set-up objectives to a Key Supplier.
- Identify the organisation and the process to manage key suppliers.
- Understand the benefits, risks and key success factors to implement SRM.
- Set-up a structured process to identify, to analyse and to manage Key Suppliers.
- Understand the function of a Key Supplier Manager.

Target group

- All purchasing staff involved in the management of a Key Supplier.

Methods and tools

- Workshops will be used to provide participants with the opportunity to apply the tools presented.
- Participants will be asked to apply the methodology to their own commodities.
- Extensive discussions among participants will facilitate a dynamic and interactive learning environment.

Credit for



This module can also be taken on an independent basis.



Advanced Cost Reduction Tools

Learning Goals

Following this module, participants will be able to:

- Lead functional analysis sessions for product and services by using standard methodology.
- Understand principles for Value analysis and its application to Dfx (design for X) optimisation workshops.
- Differentiate fundamental product cost elements linked to the financial income statement.
- Understand cost element drivers and impact on product cost.
- Create product or service should cost supporting suppliers cost breakdown analysis.
- Apply methodology to develop structured TCO model with key parameters and cost drivers.
- Develop a supplier engagement plan or cost reduction supported by in depth analysis of product cost elements.

Target group

- Technical buyers with technical background or culture involved in leading cost reduction activities.
- Other buyers willing to understand the cost drivers of their company as well as with their suppliers in order to identify and take advantage of saving opportunities.

Methods and tools

- Each trainee will be given a handbook containing reusable templates used for the different tools.
- A master document will present each technique as seen during the training session.
- All tools and techniques are presented in a simplified and reusable way and illustrated by real application examples taken from various industries, including the most demanding ones (automotive, food, household...).

Credit for



DAY 1

Functional definition of requirement: a tool to better understand the real needs and avoid over specification.

- Concept of functions and functional specification.
- Understand when to use it.
- Step by step approach to build up a functional specification.
- Application to various situations: products, systems and services.
- Using the functional approach to support the purchasing strategy.

Value analysis: a re-design to cost approach

- From cost reduction to value management.
- Value analysis work-plan and conditions for successful implementation.
- Understand how to assess the value of the existing solution (importance of functions and benefit versus cost).
- Make a diagnosis of the design of a product using value analysis tools.
- Seek innovative solutions through brainstorming and other techniques.
- How purchasing can initiate and support value analysis projects.

DAY 2

Cost analysis & tool set

- Understand cost structures and the key items in a cost breakdown.
- How to challenge suppliers' cost breakdowns: machine cost, labour cost, material cost, overheads, and margin.
- What are the most frequent "mistakes" found in suppliers quotations?
- Challenge supplier operations.

DAY 3

TCO (total cost of ownership)

- What is TCO in real life.
- TCO example.
- TCO cost drivers and application to products or services.



This module can also be taken on an independent basis.

Supplier Development & Optimisation



DAY 1

Introduction

The pre-requisite of supplier development

Measuring suppliers' performance

- Efficiency and effectiveness
- Early warnings
- Linking TCO and Metrics

Managing risk

- Identifying and monitoring risk
- Assessing the Value at risk
- Monitoring risk

DAY 2

Sustainability

- Why is sustainability important?
- The role of purchasing regarding sustainability
- Mapping risk and opportunities
- Ensuring compliance

Leading supplier development project

- Concepts
- Tools
- Managing a supplier development project

Learning Goals

Following this module, participants will be able to:

- Manage effectively supplier performance.
- Anticipate and mitigate risk.
- Integrate sustainability in the purchasing process.
- Solve problems using a structured approach.
- Create and implement a supplier development project.

Target group

- Engineers in Supplier Production, Logistics Sourcing & Sourcing Quality Assurance; Key Commodity Managers; Local Sourcing Agents; all Buyers who need to develop suppliers' performance.

Methods and tools

- A whole set of tools and techniques will be presented and applied through workshop sessions.

Credit for



This module can also be taken on an independent basis.





Value Contribution

Learning Goals

Following this module, participants will be able to:

- Understand how purchasing can contribute to create value.
- Make their company a preferred client to access valuable supplier innovation.
- Identify the unmet needs of the business.
- Find opportunities within the ecosystem.
- Involve suppliers in the innovation projects.
- Measure value creation.
- Understand open innovation.

Target group

- Commodity Managers, Purchasing Managers, Expert and R&D Buyers, Project Buyers.

Methods and tools

- Workshops and extensive discussions based on personal examples.

Credit for



DAY 1

Value Contribution definition and expectations

- Defining innovation & Value Creation
- Case study
- How to attract innovation from suppliers
- The innovation Piano

Category strategy that deliver value creation

- The three steps to value creation
- Defining a Business unit value drivers
- Defining the contribution of purchasing categories to value drivers
- Identifying unmet needs and leveraging technology roadmaps

DAY 2

- Exploring ecosystem for innovation opportunities
- Scouting for innovation
- Strategy: Developing scenarios

Measuring value creation

- Innovation KPI
- Impact on Business Model
- Value creation Maps

Open innovation

- Concepts
- Tools



This module can also be taken on an independent basis.

The Soft Skills in Hard Negotiations



DAY 1

- Negotiation points: exchange values for the value exchange.
- Balance of Power, strong/weak strategy.
- Balance of criticality, offensive/defensive strategy.
- Negotiation role-play.

DAY 2

- Combination of strategies into a negotiation tactics.
- Behavioural reflexes.
- Intercultural analysis.
- Negotiation role-play.

DAY 3

- Emotional leadership and relational intelligence in a negotiation.
- Negotiation role-play.
- Getting out of deadlocks, analysis of a difficult case.

Learning Goals

Following this module, participants will be able to:

- Articulate the preparation with the conduct of the negotiation.
- Deploy a purchasing strategy in negotiation points.
- Build a tactics according to the positioning of the buying company in front of the vendor.
- Be aware of the unconscious reflexes.
- Assert and re-work your conscious negotiation style and leadership.
- Diagnose intercultural mismatches before they block the negotiation.
- Get out of negotiation deadlocks, etc.

Target group

- Key Commodity Managers, International Sourcing Officers, Senior Buyers, Sourcing Quality Assurance Engineers.

Pre-requisite : Negotiation experience at an International level and a good level of English.

Methods and tools

International inter-industry environment; negotiation role-plays; observation games; leadership and argumentation exercises; theory and application workshop; analysis of business cases; EIPM negotiation theory; emotional intelligence; intercultural analysis; behaviourism and Jung theories.

Credit for



This module can also be taken on an independent basis.



Purchasing Management: Strategies & Organisations

Learning Goals

Following this module, participants will be able to:

- Align the purchasing strategies to business strategies.
- Align the purchasing organization with business organization and constraints.
- Help their team to define appropriate category strategy.
- Manage the complex interaction between internal customers, purchasing teams and suppliers.
- Define relevant objectives.
- Control the delivery of results according to the plan.

Target group

- The module is dedicated to purchasing executives with solid purchasing background who are leading a team of buyers or to senior buyers accessing to executive position. It is also suitable to experienced executives new to purchasing.

Methods and tools

- Workshops and discussions will be organised in order to exchange experience between participants and the EIPM experts.

Credit for



DAY 1

Do we have the right Purchasing Strategy?

- We will start by clarifying what is a company business strategy. This is the basis to set-up a Purchasing strategy which is aligned with the company strategy. We will discuss what purchasing strategy is adapted to each of these options.
- Participants will work on their own company and purchasing strategy.

Do we have the right Purchasing Organisation?

- Once the Purchasing Strategy is clear, the Purchasing Manager must set-up the right and adapted organisation.
- Which organisation is required to facilitate early purchasing involvement in product and service definition (Upstream organisation)?
- Which organisation is adapted to leveraging and coordinating the company needs (Downstream organisation)?
- Shall the company have a centralised or decentralised purchasing organisation in order to get the best out of the market? We will discuss the different factors and tools to support the decision process.

DAY 2

Do we have the right Purchasing Organisation?

- We will review the various methods and tools and analyse their relevance in relation to the participants' own environments.

DAY 3

Do we have the right suppliers and management system?

- We shall discuss SRM-Supplier Relationship Management approaches in order to segment the supplier base and adopt a specific type of relationship to each category. Best practices to handle strategic suppliers will be extensively discussed.

Do we have the right strategy implementation process

- We will, with the help of the EFQM self-assessment methodology, benchmark the participants' purchasing organisation.



This module can also be taken on an independent basis.

Purchasing Management: Skills & Performance Indicators



DAY 1

Purchasing trends

- Trends related to globalisation
- Trends related to value chain
- Building your strategy in one page

Do we have the right People skills?

- Talent management
- Current and future skills required in a Purchasing Organisation

DAY 2

Do we have effective processes

- Measuring the maturity of your Purchasing process
- Improving your purchasing process

Do we have the right Performance indicators?

- Performance measures for purchasing
- Evolving your performance measure as your maturity evolves
- Using the Balanced Score card approach: exercise the set-up of aligned performance indicators

Learning Goals

Following this module, participants will be able to:

- Create a 3 year roadmap to develop the performance of their purchasing units.
- Build a one page strategy that support effective communication to stakeholders.
- Develop and implement a human resource plan to attract, retain and develop people.
- Review and develop the performance of people reporting to them.
- Design and use performance measures.
- Lead effective performance review.
- Assess and improve processes.

Target group

- The module is dedicated to purchasing executives with a solid purchasing background who are leading a team of buyers or to senior buyers accessing to an executive position. It is also suitable for experienced executives new to purchasing.

Methods and tools

- Workshops and discussions will be organised in order to exchange experience between participants and the EIPM experts. Participants will be encouraged to apply the methods to their own purchasing organisation.

Credit for



This module can also be taken on an independent basis.



Supply Chain Optimisation Management

Learning Goals

Following this module, participants will be able to:

- Turn supply chain management into a competitive advantage.
- Create value for all actors across the chain.
- Strategically manage all types of flows.
- Achieve global efficiency by involving the supply chain from suppliers to customers.

Target group

- Purchasing managers who wish to leverage an integrated supply chain strategy.
- Supply chain practitioners who would like to enhance their knowledge of purchasing execution and challenges.
- Experts in fields such as Information Systems, Logistics & Warehousing, Finance, Production, Quality, that wish to develop a greater understanding of how Purchasing and Supply Chain should be integrated with their specific area and processes.
- Sales development people who wish to improve their understanding of the impact of Customer related inputs in the overall efficiency of the Supply Chain and Purchasing.

Methods and tools

- Presentation of supply chain management concepts
- Workshops around examples and cases
- Plenary discussions
- Simulation exercises to demonstrate supply chain dynamics

Credit for



DAY 1

Supply Chain management

- Definitions: Is Supply Chain more than Purchasing?
- From Inputs, Conversion and Outputs to the virtual Supply Chain company

Review of Inventory Management notions

- Global environment, modelisation of flows, Business Processes, Stakeholders
- The Forrester effect, the JIT of demand and players
- The Iceberg of inventories: from price to cost, from cost to value
- Ordering optimisation techniques and systems integrations (EOQ, ERP, VMI, Safety Stock, etc)
- KPI's, logistics flows, complex supply chains mapping and improvements

Implementing Supply Chain orientated negotiations with Suppliers

- Terms & Conditions, advanced parameters of optimisation
- Rights and duties of Supply Chain actors

Practical cases and workshops

DAY 2

Strategic impact of Supply Chain Management

- The life cycle's dynamics: from TTM to TTT, TTV, TTC, TTR?

- Supply Chain maturity levels
- Full process of Supply Chain implementation in the Purchasing environment

Tool Box of Supply Chain Optimisation management

- Procurement and Planning Structure
- Warehousing and Logistics organisation
- Financial and company-wide targets
- Purchasing impacts
- Negotiation and functional processes
- Communication and influence of internal customers
- Final customers/markets constraints integration

Global logistics

- International logistics
- The role of 3PL & 4PL partners
- Incoterms refresher

Supply chain excellence

- From CRM and SRM to GRM: Global Relationship Management
- The 6SCORE: tool of global performance measurement and coaching along the Supply Chain

Going further...

- Time compression techniques
- Lean and agile supply chains
- Demand planning and forecasting techniques
- Sales & Operations planning



This module can also be taken on an independent basis.

Leadership & Change Management



DAY 1

Leadership

- When leading others, it is important to begin by knowing oneself and one's leadership style. The Myers-Briggs Type Indicator gives helpful insight into one's personality and preferences, communication style, team behaviour and reaction to change. Participants will explore their own profile through exercises.
- Transition is a key moment in a career, which needs to be carefully navigated. Here, the focus is on leadership transitions, and what needs to be done when transitioning from one role to another.
- Emotional intelligence has an impact on leadership effectiveness. The different aspects of it are explored and applied to different leadership styles.

DAY 2

Key Skills for Leading Others

- Influencing is one of the most important skills in organisations today. A methodology is presented and participants work on their current influencing challenges.

- Coaching: One of a leader's roles is to coach their employees and help them develop. Different skills required for coaching are explored and practiced through case studies. The participants also identify their own motivations and work on understanding those of others.
- Managerial courage requires the ability to say things that are not easy to say. Participants practice having difficult conversations using a methodology.

DAY 3

Leading change

- The final day looks at change from an individual and from an organisational perspective. From an individual perspective, understanding reactions to change, the change curve, why people resist change, and how the MBTI type impacts our preferred way of dealing with change. From an organisational perspective, what are the key factors for successful implementation of change in an organisation.

Learning Goals

Following this module, participants will be able to:

- Know themselves better, and how these characteristics impact their leadership.
- Appreciate differences and how they can draw value from them
- Develop and coach their team members.
- Manage their stakeholder relationships better by understanding what is at stake for others, using different influence strategies, and having courageous conversations.
- Manage change and transitions better, through an increased understanding of reactions to change and how to handle them, and of the complexity of organizational change.

Target group

- As this module is about leading others, it is targeted to Purchasing managers who have the responsibility of leading a team or to Senior buyers transitioning to a managerial position.

Methods and tools

- Presentation of models/methodologies followed by application exercises, role play or group work on real issues to allow for practice and opportunities to exchange experience with other participants, receiving individual feedback on strengths and development areas, personal reflexion.

Credit for



This module can also be taken on an independent basis.

What's next

EIPM Global Executive MBA

The Global Executive MBA specialising in Purchasing and Supply Chain Management is EIPM's flagship programme.

The programme builds on 13 residential one-week modules, spread over 2 years and a final project. Modules are presented in Archamps and Shanghai, allowing for a truly global experience.

The objective of the MBA is to train, in an international environment, outstanding professionals to become highly qualified Executives, capable of implementing purchasing strategies and tools with solid managerial knowledge.

The programme offers both generalist and specialist modules, enabling acquisition of concepts and skills through a combination of theory and practice, which is ideally suited to a working Manager.

MBA Modules

<i>Teambuilding & Programme Essentials</i>	<i>Finance & Management Accounting</i>	<i>International Economics & Finance</i>	<i>Business Strategy</i>	<i>Purchasing Strategy</i>
<i>International Negotiation & Influencing Skills</i>	<i>Innovation & Entrepreneurship</i>	<i>Operations & Supply Chain Management</i>	<i>Latest Development in Purchasing</i>	<i>Shaping Responsible Future</i>
<i>Leadership & Human Resource Management</i>	<i>Business to Business Marketing</i>	<i>Strategic Information Systems</i>	<i>Project Presentation</i>	<i>Graduation</i>

EIPM Short Executive Programmes

The EIPM Short Executive Programmes allow participants to study alongside the EIPM Executive MBA students, providing a great opportunity for benchmarking and networking while working on different team tasks and projects.

Partners & Memberships





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