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Cost Reduction. Secured

Performance Learning

Presented by:

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Performance Learning

Future Purchasing

Overview of Future Purchasing's fundamental and advanced training workshops....

Tailored excellence..

Our approach is simple...
we tailor exceptional Fundamental and Advanced procurement training master classes to the needs of your business & your people using the most dynamic & inspiring materials, methods and trainers available.

We have delivered the following master classes for major global clients world-wide covering 6 core topic areas of :

- **Category management**
- **Strategic negotiation**
- **Advanced procurement skills**
- **Stakeholder engagement**
- **Supplier relationship management**
- **Procurement leadership & strategy**

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Category Management Master Classes

Section 1: Category Management Master Classes
Workshop Outlines

Section 2: Negotiation Master Classes
Workshop Outlines

Section 3: Advanced Procurement Functional Skills Master Classes
Workshop Outlines

Section 4: Stakeholder Engagement Master Classes
Workshop Outlines

Section 5: Supplier Relationship Management Master Classes
Workshop Outlines

Section 6: Leadership & Management Master Classes
Workshop Outlines

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Introduction to Category Management – workshop outline

The heartland of successful procurement is the ability to develop and implement category sourcing plans. This course covers all the tools and techniques from Future Purchasing's Smart Source toolkit.

Focus:

- Full understanding and application of Smart Source toolkit

Duration: 2 - 4 days

Participants:

- Procurement professionals responsible for strategic sourcing

Training method:

- Interactive course working on specific client categories in breakout sessions

Course Content

The main topics covered in the programme are:

- Developing a category plan
- Establishing effective project governance
- Understanding business requirements
- Supplier & supply market research
- Total cost of ownership / cost models
- Strategic analysis & generating options
- Analysing & mitigating risks
- Sourcing strategy development
- Supplier selection processes
- Negotiation planning & contracting
- Implementation and supplier transition

Course Benefits

At the end of the course delegates will be able to:

- Apply a range of tools and techniques from the Future Purchasing Smart Source toolkit
- Develop an opportunity analysis and a structured plan to tackle a category of spend
- Establish a cross functional team to focus on the sourcing of a category
- Capture all the internal & external information on requirements, categories & suppliers
- Develop a sourcing strategy for a category and understand how to get it approved
- Carry out successful supplier selection and plan for effective negotiations with suppliers

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Category Planning – workshop outline

A modular approach to strategic sourcing education can be achieved with a combination of shorter courses. This course focuses on the important first step of category planning and should be the first course run.

Focus:

- Engaging internal stakeholders in category planning

Duration: 1 day

Participants:

- Procurement leaders and category managers

Training method:

- Interactive course working on specific client categories in breakout sessions

Course Content

The main topics covered in the programme are:

- Overview of business procurement strategy & plans
- Category planning process
- Business engagement
- Stakeholder identification
- Category segmentation
- Cost driver analysis
- Value lever analysis
- Opportunity prioritisation
- Category waveplan
- Internal planning

Course Benefits

At the end of the course delegates will be able to:

- Fully understand the category planning tools and templates from Smart Source Step 0
- Develop a comprehensive category plan and prioritise future sourcing activities
- Fully engage with the business in developing and agreeing the plan for the category
- Analyse cost drivers and value levers for a category
- Build an opportunity analysis matrix with stakeholders
- Develop a realistic and fully agreed waveplan of sourcing projects for the category

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Strategic Sourcing – workshop outline

The heartland of successful procurement is the ability to develop and implement category sourcing plans. This course covers tools and techniques from the Smart Source toolkit, excluding category planning.

Focus:

- Full understanding and application of Smart Source toolkit

Duration: 3 days

Participants:

- Procurement professionals responsible for strategic sourcing

Training method:

- Interactive course working on specific client categories in breakout sessions

Course Content

The main topics covered in the programme are:

- Establishing effective project governance
- Understanding business requirements
- Supplier & supply market research
- Total cost of ownership / cost models
- Strategic analysis & generating options
- Analysing & mitigating risks
- Sourcing strategy development
- Supplier selection processes
- Negotiation planning & contracting
- Implementation and supplier transition

Course Benefits

At the end of the course delegates will be able to:

- Apply a range of tools and techniques from the Future Purchasing Smart Source toolkit
- Establish a cross functional team to focus on the sourcing of a category
- Capture all the internal & external information on requirements, categories & suppliers
- Analyse the potential risks for a category and plan to mitigate them
- Develop a sourcing strategy for a category and understand how to get it approved
- Carry out successful supplier selection and plan for effective negotiations with suppliers

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Developing Sourcing Strategies – workshop outline

A modular approach to strategic sourcing education can be achieved with a combination of shorter courses. This course focuses on the activities needed to develop a strategic sourcing plan for a category of spend.

Focus:

- Tools and techniques needed to develop a strategic sourcing plan

Duration: 2 days

Participants:

- Procurement professionals responsible for strategic sourcing

Training method:

- Interactive course working on specific client categories in breakout sessions

Course Content

The main topics covered in the programme are:

- Establishing effective project governance
- Planning for effective kick off meetings
- Understanding business requirements
- Supplier & supply market research
- Total cost of ownership / cost models
- Strategic analysis models
- Option generation & evaluation
- Analysing & mitigating risks
- Sourcing strategy development
- Overview of supplier selection & implementation

Course Benefits

At the end of the course delegates will be able to:

- Apply tools and techniques from Steps 1, 2 & 3 of the Future Purchasing Smart Source toolkit
- Establish a cross functional team to focus on the sourcing of a category
- Capture all the internal & external information on requirements, categories & suppliers
- Apply a number of strategic analysis models to a category of spend
- Analyse the potential risks for a category and plan to mitigate them
- Develop a sourcing strategy for a category and understand how to get it approved

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Advanced Category Sourcing – workshop outline

The heartland of successful procurement is the ability to develop and implement category sourcing strategies. This workshop provides tools & techniques to supplement the tactical internal sourcing process training.

Focus:

- Translating market knowledge into a sourcing strategy

Duration: 2 days

Participants:

- Procurement professionals responsible for strategic sourcing

Training method:

- Interactive course working on specific categories in breakout sessions

Course Content

The main topics covered in the programme are:

- Category, supplier and supply market knowledge
- Generating strategic sourcing options
- Evaluating and prioritising options
- Pros and cons of local and global sourcing
- Risk analysis and mitigation
- Implications for sourcing strategies
- Planning for effective supplier selection
- Evaluating supplier proposals
- Weighted decision making
- Supplier rationalisation

Course Benefits

At the end of the course delegates will be able to:

- Identify the gaps in the internal & external information on needs, categories & suppliers
- Generate, evaluate and prioritise strategic options for a category
- Understand the implications of global, LCC and local sourcing
- Analyse the potential risks for a category and plan to mitigate them
- Plan for, and carry out, successful supplier selection processes
- Evaluate supplier proposals in a structured and transparent way

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Strategic Sourcing Implementation – workshop outline

A modular approach to strategic sourcing education can be achieved with a combination of shorter courses. This course focuses on the supplier selection and implementation steps of the Smart Source toolkit.

Focus:

- Tools to select suppliers & implement sourcing plans

Duration: 1 day

Participants:

- Procurement professionals responsible for sourcing activities

Training method:

- Interactive course working on specific client categories in breakout sessions

Course Content

The main topics covered in the programme are:

- Planning for successful supplier selection
- Commercial principles and contracting
- Supplier conditioning
- Enquiries – RFPs & RFQs
- Use of electronic auctions
- Proposal evaluation & recommendation
- Negotiation planning
- Contract approval and award
- Supplier transition
- Project closure and review

Course Benefits

At the end of the course delegates will be able to:

- Apply tools and techniques from Steps 4 & 5 of the Future Purchasing Smart Source toolkit
- Understand the different types of supplier selection processes and when to use them
- Work with internal stakeholders to ensure supplier conditioning is effective throughout the process
- Use the appropriate mix of RFPs, RFQs and electronic auctions
- Plan for effective negotiations with suppliers and get a contract agreed and approved
- Ensure supplier transition goes smoothly and the sourcing plan is implemented successfully

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Outsourcing – workshop outline

This 2 day outsourcing workshop is designed to provide delegates with an in-depth knowledge of specific outsourcing tools and techniques that are in addition to the sourcing tools in category management.

Focus:

- Specific tools and techniques needed for outsourcing projects

Duration: 2 days

Participants:

- People involved in outsourcing with experience in category management

Training method:

- Interactive course with breakouts sessions and the use of mini case studies

Course Content

The main topics covered in the programme are:

- Outsourcing concepts and levers.
- Maximising market competition.
- Outsourcing drivers and organisational strategy.
- Baselining and cost of operations.
- Defining internal and external process boundaries.
- Asset management and ownership.
- Creating a right sizing profile.
- Remuneration models and contract considerations.
- Analysing and mitigating risks.
- Outsourcing strategy development and approval.
- Supplier selection and transition.

Course Benefits

At the end of the course delegates will be able to:

- Apply a range of tools and techniques from the Outsourcing toolkit.
- Evaluate potential outsourcing projects to determine the drivers and organisational strategy.
- Map out the process and the boundaries between internal and external activities.
- Determine the right asset management and remuneration models for an outsourcing project.
- Develop an outsourcing strategy document for internal approval.
- Use the tools from the category management process to select and implement suppliers.

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Negotiation Master Classes

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Sourcing for Innovation – workshop outline

Many businesses are looking for increased innovation from the supplier base to supplement internal R&D. This workshop provides insights, approaches and specific tools to encourage and capture supplier innovation.

Focus:

- Approaches to capture innovation from the supplier base

Duration: 1 day

Participants:

- Procurement professionals with responsibility for sourcing a category of spend

Training method:

- Interactive course using case studies and role plays to develop insights and applied knowledge

Course Content

The main topics covered through the day:

- Familiarisation with the sourcing process and materials would be course pre-work
- Business context of why innovation from the supplier base is important for the business
- Overview of the challenges of extracting innovation from suppliers and supply markets
- Case study exercises in small teams focused on supply market research and technology roadmaps
- Role play exercise to gather and prioritise innovation business requirements from stakeholders
- Action planning for individuals & teams to apply the knowledge from the course to their areas of spend

Course Benefits

At the end of the course delegates will be able to:

- Understand the importance of delivering more innovation from their suppliers
- Apply specific tools from the sourcing process to capture the innovation business requirements
- Prepare the right questions and the correct approach to fully understand stakeholders needs
- Carry out more extensive supply market research to identify innovation opportunities
- Understand who they need to work with to maximise the innovation from suppliers
- Develop a plan to identify and deliver additional innovation from their category of spend

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Fundamentals of Negotiation – workshop outline

Developing the core skills for negotiating with suppliers is essential for all members of a procurement team. This workshop delivers ready-to-use tools, techniques and approaches for successful tactical negotiations.

Focus:

- Foundation skills building, tools & techniques

Duration: 2 days

Participants:

- Procurement and all who influence suppliers, as part of initial training

Training method:

- Interactive courses using exercises and a role play to embed learning

Course Content

The main topics covered in the programme are:

- Introduction to negotiation principles and approaches
- The IMPACT negotiation & business value approach
- Preparing for an effective negotiation
- Setting targets
- Methods of persuasion
- Negotiation tactics
- Understanding business requirements
- Supplier conditioning
- Understanding the supplier's position & objectives

Course Benefits

At the end of the course delegates will be able to:

- Plan for a successful supplier negotiation, and understand why planning is essential
- Set themselves a range of stretching targets to be achieved, including non-financial ones
- Apply a range of negotiation techniques, and have an appreciation of when to use them
- Influence the supplier's point of view before the negotiation through effective supplier conditioning
- Vary their personal persuasion style to achieve better results throughout the negotiation event

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Advanced Negotiation Skills – workshop outline

Developing the core skills for negotiating with suppliers is essential for all members of a procurement team. This workshop delivers ready to use tools, techniques and approaches for successful negotiations.

Focus:

- Skills building, tools & techniques and personal awareness

Duration: 3 days

Participants:

- Procurement team members with negotiation experience

Training method:

- Highly interactive course with role plays & case study to embed learning

Course Content

The main topics covered in the programme are:

- Phases of a negotiation
- Preparation and planning
- Setting strategies and objectives
- Negotiation tools & techniques
- Team based negotiations
- Agreeing negotiating roles
- International and cultural differences
- Negotiation styles
- Personal awareness and adapting the approach
- Reaching agreement and closing

Course Benefits

At the end of the course delegates will be able to:

- Understand the phases of a negotiation and how to move from one phase to another
- Plan for a successful negotiation, and understand why planning is essential
- Set themselves a range of stretching targets to be achieved, including non-financial ones
- Apply a range of negotiation techniques, and have an appreciation of when to use them
- Prepare for a team negotiation, with agreement on specific roles for people in the negotiation
- Understand their natural negotiation style, and be able to use other styles and approaches

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Negotiating in Strategic Relationships – workshop outline

Business success depends on maximising the value from negotiations with the long term strategic suppliers. This training course develops the necessary techniques and skills to negotiate within major relationships.

Focus:

- Relationship development and breakthrough value

Duration: 3 days

Participants:

- Experienced procurement professionals & account managers

Training method:

- Interactive course based around a major customised role play

Course Content

The main topics covered in the programme are:

- Determining and quantifying value
- Negotiating for value
- Influencing styles
- Developing productive relationships
- Structuring strategic alliances
- Use of performance incentives
- Sharing rewards and benefits
- Problem solving techniques
- Effective use of escalation

Course Benefits

At the end of the course delegates will be able to:

- Negotiate within long term strategic relationships to achieve mutual goals and objectives
- Focus on maximising value delivery as well as cost reduction and cost avoidance
- Apply a range of incentive & reward mechanisms and determine how to balance shared benefits
- Determine the best structure for the ongoing relationship to maximise business benefits
- Proactively resolve problems within the relationship, escalating only when necessary

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Advanced Negotiation Techniques – workshop outline

Leading a major negotiation requires a high level of awareness of interpersonal and behavioural techniques. This training course builds the awareness and application of different influencing styles during a negotiation.

Focus:

- Skills building & behavioural development

Duration: 2 days

Participants:

- Procurement & team members with negotiation experience

Training method:

- Interactive courses using exercises and a role play to embed learning

Course Content

The main topics covered in the programme are:

- Personal negotiating styles
- Different styles in different situations and cultures
- Behavioural techniques
- Internal selling and alignment
- Planning for team negotiations
- Agreeing negotiating roles
- Overcoming conflict
- Resolving deadlocks
- Listening skills

Course Benefits

At the end of the course delegates will be able to:

- Understand their normal negotiating style and adapt it to achieve better results
- Recognise different supplier behaviours and react positively to them to move the negotiation forward
- Lead a team based negotiation, with well defined roles and responsibilities
- Handle conflict situations and aggressive behaviour with confidence
- Listen more effectively, picking up signals and interpreting them correctly

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Advanced Procurement Functional Skills Master Classes

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Advanced Procurement Skills – workshop outline

Procurement success comes from a focus on new ways to reduce costs and increase value from suppliers. This course provides advanced tools and techniques which will deliver improved business results.

Focus:

- Developing advanced Procurement skills, tools & techniques

Duration: 3.5 to 5 days

Participants:

- Procurement professionals looking to develop their capabilities

Training method:

- Interactive course using category based exercises and simulations

Course Content

Topics that can be included in a typical course:

- Procurement financial impact and metrics
- Supplier financial analysis
- Cost modelling / bottom up costing
- Total cost of ownership
- Supply & value chain analysis
- Supplier relationship management
- Sourcing innovation
- Internal customer / stakeholder management
- Low cost country sourcing
- Risk management

Course Benefits

At the end of the course delegates will be able to:

- Understand how Procurement can impact the businesses core financial metrics
- Build a detailed cost model and understand the implications of total cost of ownership
- Analyse supply and value chains and identify opportunities for cost out / value improvement
- Segment the supplier base to select the right suppliers to focus on for SRM activities
- Apply a range of tools and techniques to proactively manage the internal stakeholders
- Manage / mitigate sourcing risks, including those associated with LCC sourcing

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Advanced Cost Management – workshop outline

Knowledge is power, and this particularly applies to a detailed understanding of a supplier's costs. This workshop provides delegates with the ability to analyse & manage costs across the supplier base.

Focus:

- Developing advanced cost management skills and knowledge

Duration: 2 days

Participants:

- Procurement professionals looking to develop their capabilities

Training method:

- Interactive course using simulations and category based exercises

Course Content

The main topics covered in the programme are:

- Price versus cost, the need to manage cost not price
- Purchase Price Cost Analysis (PPCA)
- PPCA for materials
- PPCA for labour
- PPCA for overheads (including freight)
- Target costing
- Supplier price models and how to challenge them
- Total cost of ownership analysis
- Supply chain analysis
- Applying cost management with suppliers
- Trading off costs and value

Course Benefits

At the end of the course delegates will be able to:

- Differentiate between price and cost approaches and understand why they should manage costs
- Build a detailed PPCA for a category of spend, for both direct and indirect materials
- Develop a target cost model for a component or service
- Understand all the elements included in a total cost of ownership analysis
- Recognise the different approaches that suppliers take to pricing their goods and services
- Apply the knowledge in different ways with suppliers to take costs out of the supply chain

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Supplier Cost Modelling – workshop outline

Negotiating on price only, with no understanding of the underlying costs? Want to change the balance of power? This workshop provides delegates with the ability to fully analyse the costs of a component, product or service.

Focus:

- Developing advanced cost management skills and knowledge

Duration: 2 days

Participants:

- Procurement professionals looking to develop their capabilities

Training method:

- Interactive course using simulations and category based exercises

Course Content

The main topics covered in the programme are:

- Price versus cost, the need to manage cost not price
- Purchase Price Cost Analysis (PPCA)
- Analysing the actual costs of materials
- Assessing the true labour cost
- Calculating the supplier's overheads
- Developing a should be cost
- Getting internal support for PPCA
- Gathering data and information
- Supplier price models and how to challenge them
- Applying cost modelling with suppliers

Course Benefits

At the end of the course delegates will be able to:

- Differentiate between price and cost approaches and understand why they should manage costs
- Analyse all the elements of the costs, including materials, labour and overheads
- Build a detailed Purchase Price Cost Analysis and compare it with quoted prices
- Develop a bottom up cost for a component, product or service
- Recognise the different approaches that suppliers take to pricing their goods and services
- Apply the knowledge in different ways with suppliers to take costs out of a component, product or service

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Commodity Risk Management – workshop outline

The current volatility in the commodity markets has had a significant impact on many businesses. This course provides some practical tools to implement effective commodity risk management.

Focus:

- Practical tools for commodity risk management

Duration: 2 days

Participants:

- Procurement professionals responsible for commodities

Training method:

- Interactive course using examples and specific categories exercises

Course Content

The main topics covered in the programme are:

- Forecasting commodity price trends, using the universal forecasting principles
- Karios commodities tool insight and application
- Value at Risk Analysis
- Risk identification
- Risk strategies and policies
- Enterprise risk management
- Physical hedging
- Financial hedging, including futures, forwards, swaps and options
- Cost development tracker

Course Benefits

At the end of the course delegates will be able to:

- Understand the techniques used to forecast commodity price trends.
- Identify the potential business impact of commodity volatility using Value at Risk analysis
- Identify commodity risks and understand the strategies & policies needed to mitigate the risks
- Apply the Kairos commodities tool to help manage commodity risks in the business
- Understand the various financial instruments that are used to manage commodity risks
- Use the cost development tracker to calculate the component price impact of commodity inflation

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Stakeholder Engagement Master Class

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From Category Manager to Trusted Advisor

Workshop Outline

- **Engaging stakeholders** in category strategies is essential for success, but difficult to achieve.
- **This workshop integrates** the interpersonal skills development with the creation of a category strategy.

Focus: Stakeholder engagement and category strategy

Duration: **3** days

Participants: All procurement professionals involved in category strategies

Training method: High interactive course using exercises and actors to fully embed learning

Trusted Advisor

The main topics covered in the programme are:

- Stakeholder management
- Communication styles
- Consultative selling
- Thinking creatively
- Gathering business requirements
- Market forces analysis
- Supplier positioning and portfolio analysis
- Options generation
- Sourcing strategies & use of decision gates

Course Benefits

At the end of the course delegates will be able to:

- Develop better relationships with their stakeholders with the aim of becoming a trusted advisor
- Develop a category strategy through the application of specific tools and techniques
- Capture business requirements from stakeholders through the use of consultative selling techniques
- Understand the different communication styles and how to adapt their approach to different stakeholders
- Apply decision gates with senior managers and stakeholders to secure agreement to the strategy.

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From Category Manager to
Trusted Advisor

Critical Success Factors that maximise the workshop impact

Pre-workshop Engagement

- We will involve your team in the workshop design and development
- We will ensure your leadership team fully understand the programme so that they can brief their teams
- We can work with you to design, review or refresh your sourcing processes
- We can conduct a complete training needs analysis that includes technical, process and interpersonal skills

The Workshop

We integrate the development of technical, process and interpersonal skills.

- We will enable the participants to fully understand how they can implement sourcing plans
- We use actors and theatrical techniques to create energy, develop interpersonal skills and provide scenarios to apply sourcing skills
- We recommend that your lead managers deliver several workshop sessions

Post Workshop

- We can design materials that will be in daily use, to keep the learning alive
- We can offer focused training sessions on subjects where the re is need for further support
- We will provide a soft copy of the materials for your intranet so participants can easily access them.
- We can review progress with the participants 3 – 6 months after the workshop to follow through on the agreed improvement actions

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Supplier Relationship Management Master Classes

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Workshop Outlines

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Workshop Outlines

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Supplier Relationship Management 'The Essentials' workshop

Successful SRM needs effective contract and performance management in place for the selected suppliers. This course selects the tools from the Smart SRM toolkit that are essential for any SRM programme.

Focus:

- Tools and techniques for managing supplier performance

Duration: 1 day

Participants:

- People across the business with responsibility for managing suppliers

Training method:

- Interactive course working on specific supplier situations in breakout sessions

Course Content

The main topics covered in the programme are:

- Supplier segmentation
- Supplier management team structure
- Governance models for supplier relationships
- Individual roles and responsibilities
- Internal & external relationship perceptions
- Contract management
- Supplier relationship models
- Supplier review meetings
- Supplier performance scorecard
- Managing conflict

Course Benefits

At the end of the course delegates will be able to:

- Apply a range of tools and techniques from the Future Purchasing Smart SRM toolkit
- Select the right suppliers to focus on through structured supplier segmentation
- Agree roles and responsibilities for a supplier management team
- Establish the right governance model and relationship model for a supplier
- Initiate supplier review meetings with the right attendees, agenda and frequency
- Establish an effective supplier performance scorecard to review and measure supplier KPIs

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Supplier Relationship Management 'SRM Awareness' workshop

A successful SRM programme needs full engagement from the key stakeholders across the business. This course provides delegates with an awareness of the Smart SRM toolkit covering all the key guides.

Focus:

- Awareness and understanding of the Smart SRM toolkit

Duration: 1 day

Participants:

- Stakeholders and managers responsible for suppliers

Training method:

- Content covered in workbook with group discussions and breakout sessions

Course Content

The main topics covered in the programme are:

- Smart SRM toolkit overview
- Supplier segmentation
- Roles & responsibilities
- Internal relationship perception
- Power & dependency
- Supplier key account managers
- Relationship strategy
- Performance management
- Supplier performance scorecard
- Promoting trust
- Breakthrough value creation

Course Benefits

At the end of the course delegates will be able to:

- Understand the Future Purchasing Smart SRM toolkit and how to apply it with suppliers
- Select the right suppliers to focus on through structured supplier segmentation
- Agree roles and responsibilities for a supplier management team
- Develop a comprehensive relationship strategy for a major supplier
- Establish an effective supplier performance scorecard to review and measure supplier KPIs
- Understand the benefits of breakthrough value creation activities with suppliers

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Supplier Relationship Management 'Internal Selling' workshop

Engaging internal stakeholders in SRM activities is challenging and the ability to sell internally is essential. This course combines sales techniques with SRM tools to develop the essential internal selling skills.

Focus:

- Internal selling of SRM and SRM tools and techniques

Duration: 1.5 days

Participants:

- Leaders of supplier relationships and SRM team members

Training method:

- Role plays and breakouts provide hands on learning & development

Course Content

The main topics covered in the programme are:

- Overview of Smart SRM toolkit
- Supplier segmentation
- Roles and responsibilities
- Supplier relationship strategy
- Consultative selling principles
- Supplier performance scorecards
- Role play with internal stakeholder
- Role play with supplier account manager
- Gaining commitment
- Handling conflict

Course Benefits

At the end of the course delegates will be able to:

- Develop a comprehensive relationship strategy for a supplier
- Select the right suppliers to focus on through structured supplier segmentation
- Use consultative selling techniques to gain internal commitment to SRM activities
- Overcome resistance from suppliers to participate in an SRM programme
- Develop a supplier performance scorecard including the main KPIs
- Understand different ways to handle conflict situations

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Supplier Relationship Management 'The Smart Toolkit' workshop

Successful SRM needs effective contract and performance management in place for the selected suppliers. This course selects the tools from the Smart SRM toolkit that are essential for any SRM programme.

Focus:

- Tools and techniques for managing & improving supplier performance

Duration: 3 days

Participants:

- Everyone with responsibility for managing suppliers

Training method:

- Interactive course working on specific supplier situations in breakout sessions

Course Content

The main topics covered in the programme are:

- Annual planning
- Supplier segmentation
- Stakeholder engagement
- Supplier management team structure
- Governance models for supplier relationships
- Individual roles and responsibilities
- Internal & external relationship perceptions
- Options generation & blue sky thinking
- Contract management
- Supplier relationship models
- Supplier performance scorecards & metrics

Course Benefits

At the end of the course delegates will be able to:

- Apply a range of tools and techniques from the Future Purchasing Smart SRM toolkit
- Select the right suppliers to focus on through structured supplier segmentation
- Agree roles and responsibilities for a supplier management team
- Establish the right governance model and relationship model for a supplier
- Initiate supplier review meetings with the right attendees, agenda and frequency
- Establish an effective supplier performance scorecard to review and measure supplier KPIs

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Supplier Relationship Management
Delivering Value from Supplier Relationships workshop

Maximising the value that is captured from major suppliers delivers significant business benefits. This course covers the approaches needed internally and externally to secure value delivery from suppliers.

Focus:

- Applying the SRM process to capture supplier value

Duration: 1 day

Participants:

- Procurement professionals with responsibility for major supplier relationships

Training method:

- Interactive course using case studies and role plays to develop insights and applied knowledge

Course Content

The main topics covered through the day:

- Familiarisation with the supplier management process and materials is course pre-work
- Business context of the need to deliver additional value from suppliers as part of business strategy
- Overview of the approaches to developing supplier relationships and the need for supplier segmentation
- Case study exercises in small teams focused on developing a supplier relationship strategy
- Role play exercise to establish and agree value delivery objectives with a supplier
- Action planning for individuals & teams to apply the knowledge from the course to their suppliers

Course Benefits

At the end of the course delegates will be able to:

- Understand the business need to deliver additional value from their suppliers
- Fully evaluate internal and external perceptions of the business/supplier relationship
- Apply specific tools from the process to develop and implement a supplier relationship strategy
- Establish the correct internal governance model for the supplier with clear roles and responsibilities
- Agree with a supplier the best way of focusing on the business operational and strategic objectives
- Develop a plan to identify and deliver additional value from their major suppliers

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Supplier Relationship Management
Advanced Contract Management workshop

Excellence in contract management is essential for all Procurement professionals, it's a core skill. This course covers the main topics associated with developing and implementing effective contracts.

Focus:

- Developing contract skills, and how to manage contracts

Duration: 2 days

Participants:

- Procurement professionals looking to develop their capabilities

Training method:

- Interactive course using examples and specific Skanska category exercises

Course Content

The main topics covered in the programme are:

- Developing standard contract frameworks
- Selecting the right type of contract for specific supplier relationships and categories
- Implications of international trade, local laws and the need for sustainability from suppliers
- Balancing supplier performance incentives with penalties for poor performance
- Methods of escalating issues/disputes for resolution
- Ensuring contract performance throughout the supply chain to Tier 2 & Tier 3 suppliers
- Managing performance to contract through performance and operational reviews

Course Benefits

At the end of the course delegates will be able to:

- Decide on the appropriate contract framework for different supplier relationships
- Understand the contractual impact of national and international laws and requirements
- Develop contracts that encourage performance improvement from suppliers
- Apply a range of issue resolution techniques to solve problems quickly and efficiently
- Ensure the business is protected from risks by aligning contractual clauses with subcontractors
- Establish a governance model for effective management of performance to contract

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Leadership & Management Master Classes

Section 1: Category Management Master Classes
Workshop Outlines

Section 2: Negotiation Master Classes
Workshop Outlines

Section 3: Advanced Procurement Functional Skills Master Classes
Workshop Outlines

Section 4: Stakeholder Engagement Master Class
Workshop Outlines

Section 5: Supplier Relationship Management Master Classes
Workshop Outlines

Section 6: Leadership & Management Master Classes
Workshop Outlines

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Leadership in Procurement – workshop outline

Leadership is often an elusive characteristic within the procurement function. Western norms have created many managers, but few know how leadership differs, nor do they understand the power it can bring to a team.

Focus:

- The role, attributes and challenges of leaders in Procurement

Duration: 3 days

Participants:

- Supervisors, managers and project leaders of procurement change

Training method:

- Interactive course using simulations and procurement based exercises

Course Content

The main topics covered in the programme are:

- Procurement leadership fundamentals
- Self awareness of own leadership impact, openness and flexibility
- The strategic roles versus operational roles of a procurement leader
- Inspiration and motivation through authentic role modelling
- Influencing through relationship management
- Situational leadership
- Decision making that engages the power of others
- Dealing with conflict and difficult situations

Course Benefits

At the end of the course delegates will be able to:

- Identify and implement the differences between management and leadership
- Use leadership power to effect the performance of the team
- Choose from a selection of leadership styles to suit differing situations
- Generate new levels of followership, motivating and inspiring team members
- Make decisions stick through an empowering approach to procurement decision making
- Face those difficult situations and people with a refreshed confidence

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Coaching the Team – workshop outline

Much that is delivered under the banner of coaching falls far from the mark. Experience what real nondirective coaching is like, and develop your own skills to lead others on their personal journeys.

Focus:

- Nondirective coaching skills to be applied in Procurement

Duration: 2 days

Participants:

- Supervisors, managers and project leaders of procurement change

Training method:

- Interactive course using real life conversations to practice coaching skills

Course Content

The main topics covered in the programme are:

- What makes a great coach.
- Skills and techniques of coaching.
- Understand the nature of nondirective coaching.
- Using questioning for powerful coaching.
- Create your own coaching toolkit.
- Providing clear feedback.
- Removing the barriers to positive coaching.
- Making the behavioural change sustainable.
- Application of coaching techniques in a Procurement environment.

Course Benefits

At the end of the course delegates will be able to:

- Understand the essence of coaching.
- Learn why good coaching is valued by users.
- Learn the skills associated with great coaching.
- Develop a powerful questioning capability that will bring deep insight.
- Provide effective feedback to the coached.
- Learn to identify and deal with barriers.
- Have the opportunity to practice coaching in a safe environment.
- Gain confidence to use coaching.
- Experience being the recipient of quality coaching.

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Performance Management for Procurement Professionals workshop outline

Learn how to bring clarity and focus to goal setting. Ensure that your people understand what they have to achieve and motivate them to stretch to new levels of performance.

Focus:

- Performance management of Procurement teams

Duration: 1 day

Participants:

- Supervisors, managers and project leaders of procurement change

Training method:

- Interactive course with practical application of performance management

Course Content

The main topics covered in the programme are:

- Understand why objectives are important.
- Understand the power of goal setting.
- Identify what you really want.
- Achieving more through focus.
- Goal setting, scoping, SMART, SMART2 & Goal balance
- Achieving goals, anchoring goals & driving accountability
- Understand how to capture the successes and move on to achieve the next one.
- Learn how to tap into the value of praise in future goal commitment.

Course Benefits

At the end of the course delegates will be able to:

- Clarity about the impact created by effective goals
- The opportunity to reflect on actual work goals
- A stimulus to think about life goals
- Strategies and techniques for creating effective goals
- An understanding of the need for goal balance to be successful
- How to create a new way of anchoring goals into daily work and life
- How to stick with goals over the long view
- How to track and celebrate successes

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Project Management in Procurement – workshop outline

Many sourcing strategies fail to deliver the expected benefits because of internal resistance to change. This course provides a range of tools and techniques to fully engage and manage internal stakeholders.

Focus:

- Performance management of Procurement teams

Duration: 2 days

Participants:

- Procurement professionals looking to develop their capabilities

Training method:

- Interactive course using company specific category exercises throughout

Course Content

The main topics covered in the programme are:

- Different stages of a category sourcing project
- Project & programme management systems & tools
- Aligning category strategies with functional priorities
- Stakeholder mapping & analysis
- Communication strategy & implementation
- Programme governance models
- Managing virtual teams and remote stakeholders
- Change management issues
- Problem solving methods & facilitation techniques
- Managing conflict situations & overcoming resistance
- Reporting & review processes

Course Benefits

At the end of the course delegates will be able to:

- Apply a range of project and programme management techniques on sourcing projects
- Understand who their key stakeholders are, and how to communicate effectively with them
- Ensure they are aligned with their stakeholders and working on their priorities
- Solve and resolve problems / issues that occur within project teams more efficiently
- Establish a governance model to fully support the completion of a cross functional project
- Manage virtual category teams and remote stakeholders more effectively

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Strategy design: ensuring alignment of procurement to organisational needs

Module 1 introduces the guiding strategy frameworks that will be used throughout the programme. Breakthrough value creation is central to the approach (doing things differently as well as doing things better).

Focus:

- Strategy models & their linkage to value and change drivers

Duration: 3 days

Participants:

- Competitive positioning within supply markets and value chains

Training method:

- Leading & selling the procurement value proposition to top executives

Course Content

The main themes covered in the first module are:

- Core frameworks for the programme
- Strategy models relevant to different sectors
- Strategic finance models
- Major sources of value from strategic suppliers
- Investor requirements (private sector)
- Government reform requirements (public sector)
- Stakeholder requirements and CSR
- Strategy design and strategy planning
- Situational leadership style
- Influencing strategies and personal behaviour

Course Benefits

At the end of the module delegates will be able to:

- Demonstrate the linkage between strategy, value and major procurement / supplier initiatives.
- Utilise a range of financial models relevant to total shareholder return as well as service excellence.
- Examine the financial return from different procurement scenarios and initiatives.
- Deploy strategy planning and financial performance measurement tools and metrics.
- Apply individually tailored leadership and influencing strategies to convince top executives.

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Strategy execution: examining the value levers and their linkage to major suppliers

Strategy consists of a portfolio of initiatives, capabilities, processes and resources. It is about attaining superiority by building distinctive capabilities impacting suppliers. This module examines the options.

Focus:

- Distinctive capability and operational excellence

Duration: 3 days

Participants:

- Competitive positioning within supply markets and value chains

Training method:

- Identifying and convincing stake-holders of supplier value opportunities

Course Content

The main topics covered in the second module are:

- Integrating major suppliers into value creation
- Developing and leveraging capability platforms
- Best practice and next practice benchmarking
- Sourcing innovation externally
- Open sourcing and organisational renewal
- Embedding core sourcing and SRM models
- Moving beyond first wave offshoring / outsourcing
- Sustainability, CSR and ethical sourcing
- Alignment with operational excellence initiatives
- HR resourcing and talent management implications

Course Benefits

At the end of the module delegates will be able to:

- Identify the value return from a broad portfolio of supplier initiatives and sourcing models.
- Assess the distinctive capabilities that need to be developed with major suppliers.
- Align major procurement activity with broader value chain & operational excellence initiatives.
- Understand the impact of systemic and structural change across value and supply chains.
- Develop and apply scenario models and value propositions, and present them compellingly.

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Strategy execution: organisational and operating model design

Development of business strategy is an analytical activity. Its operationalisation and deployment calls for deep understanding of change management, organisational and operating model design.

Focus:

- Organisational and operating model design

Duration: 3 days

Participants:

- Criteria for the evaluation of organisational options & models

Training method:

- Dealing with the contested elements of matrix structures & authority ambiguities

Course Content

The main topics covered in the third module are:

- Organisational design frameworks
- Operating and leadership models in procurement
- Role of corporate centres and parenting
- Centralisation vs. decentralisation
- Options in dealing with authority structures
- Tools for role allocation and accountability
- Implications of organisational structures
- Competence and capability models
- Leading and managing in the matrix
- Internal and external governance

Course Benefits

At the end of the module delegates will be able to:

- Articulate the different structural and organisational models relevant for procurement.
- Apply defined criteria for the selection and application of organisational options.
- Understand and deal effectively with federalism and the issues associated with matrix structures.
- Apply a range of tools in the allocation of authority and accountability in complex organisations.
- Respond skilfully to a number of frequently encountered organisationally contested situations.

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Strategic behaviour: influencing strategies and strategic negotiation

Organisational success in procurement reflects the ability to maximise value from strategic suppliers while influencing key internal stakeholders. This module develops strategic influencing and negotiating skills.

Focus:

- Strategic negotiation and application of influencing strategies

Duration: 3 days

Participants:

- The levers of power & their application in dependent relationships

Training method:

- Value building and relationship development within conflict situations

Course Content

The main topics covered in the fourth module are:

- Determining, quantifying and selling value
- Negotiating for value maximisation
- Influencing styles with top executives
- Developing productive and enduring relationships
- Structuring alliances and major ventures
- Use of performance incentives (and disincentives)
- Sharing rewards & benefits in a transparent manner
- Problem solving techniques & appropriate behaviour
- Effective use of escalation and conflict resolution
- Integration of contractual and financial frameworks

Course Benefits

At the end of the module delegates will be able to:

- Negotiate within long term strategic relationships to achieve mutual goals and objectives.
- Focus on maximising value delivery as well as transparent financial / performance outcomes.
- Apply a range of incentive & reward mechanisms and determine how to balance shared benefits.
- Determine appropriate structures for the ongoing relationship to maximise business benefits.
- Proactively resolve problems within a relationship and apply conflict management techniques.

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Evaluation:

★ ★ ★ ★ ★

Overall evaluation from 100 delegates was **4.7** out of **5**

– an exceptional score

Global Financial Services Company

"Actors were great, high energy and quality throughout the sessions. Engaging styles and real anecdotes. FP did a great job covering the technical side – pacey and informative, and the quality of the material was very high"

"Its been the best training I've been on"

"The training brought to life a large number of issues that had been talked about but not seen. Providing challenging stakeholder scenarios and continued feedback was also very useful"

"The use of actors has brought out a complete new dimension to the way trainings been delivered. Extremely interesting material"

"Actors were very good. Able to visualise communication styles. Great trainers, very helpful, knowledgeable etc. Got to interact with colleagues I wouldn't normally work with"

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