

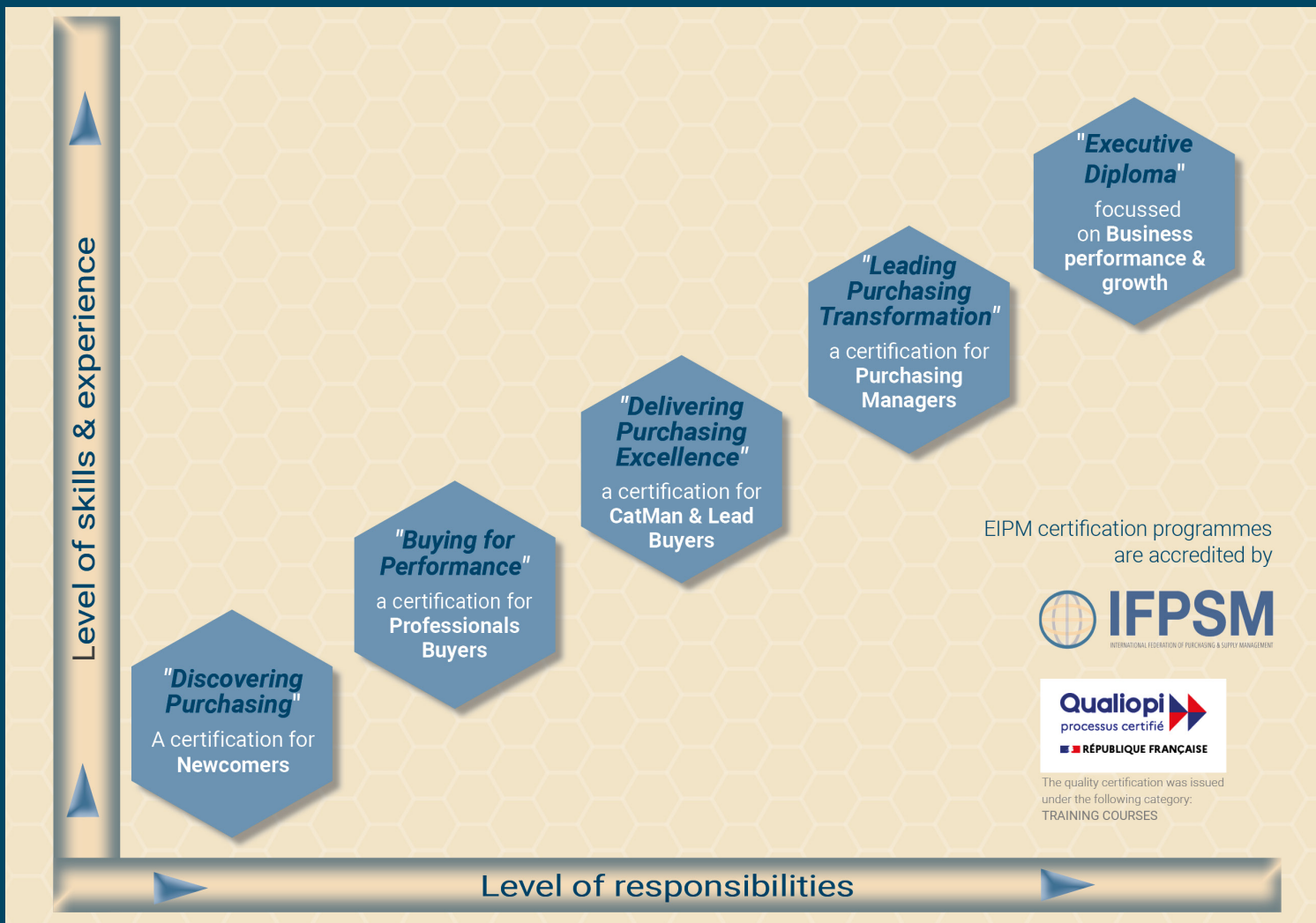
# “DELIVERING PURCHASING EXCELLENCE”



A CERTIFICATION FOR **CATEGORY MANAGERS**  
& **LEAD BUYERS**  
2023

**The European Institute of Purchasing Management**

[www.eipm.org](http://www.eipm.org)



## Welcome to the next level!

Your career path has led you to the Purchasing sector and you would like to extend your knowledge in this area to manage the tasks entrusted to you with ease. You are in the right place to access the discipline's next level and enhance the efficiency of both thought and management!

### **"Delivering Purchasing Excellence"** Designed for Category Managers & Lead Buyers

The Certification programme "Delivering Purchasing Excellence" targets Category Managers and Lead Buyers who need to initiate new ways of thinking and acting to deliver value for the business.

The cursus focuses on achieving excellence through a flexible and business-minded approach to category management in Procurement. This includes developing ambitious strategies that leverage a diversity of practices and levers. The programme outlines how to implement strategic relationships with suppliers and stakeholders, advanced cost reduction and innovation activities. Effective communication with stakeholders and complex negotiations are also covered in this programme.



1 pedagogical approach delivered in 2 Learning modes:

## FLeX & Full digital!

Over the last 30 years, EIPM has constantly been driving and leading Purchasing & Supply Management education in terms of content and pedagogy.

In 2019, EIPM launched the FLeX learning mode, mixing residential and online sessions, while simultaneously developing the full digital mode to respond to a behaviour trend: "less travel for less ecological impact". This stable experience in FLeX or Full Digital mode, enables EIPM to provide high-flying training in any constrained situation, and according to your needs and wishes.

In 2023, the level 3 of the EIPM Certifications is delivered in 2 Learning modes:

### 1<sup>st</sup> & 2<sup>nd</sup> semesters: Digital learning mode

The whole programme is delivered online; it includes a mix of e-learning self-study, online group classes (referred to as Virtual classes in our documentation) and one-to-one coaching. Virtual classes are interactive and focus on using and implementing tools and best practices.

### 2<sup>nd</sup> semester: Flex learning mode

In this mode we use a mix of digital and residential mode to maximise exchanges amongst participants while reducing the need to travel. Participants are sensitised to the breadth of a course through initial presential classes held at the EIPM campus in Archamps, and drill on with in-depth content through online self-study.

# Our pedagogy

## Step 1

### Skills assessment

#### ONLINE

The aim of the online skills assessment is to assess participants' purchasing skills and **identify areas they should improve** during the programme.

Each participant's assessment results will indicate the Learning paths which need to be completed. Of course, participants are allowed to follow additional courses that are not mentioned by the result of their personal assessment.

The assessment starts as soon as the Learner's registration has been approved.

## Step 2

### Creating awareness

#### Spring & Autumn 2023: ONLINE

#### Autumn 2023: RESIDENTIAL

In FLeX mode, it's a 5-day face-to-face session (Mon. to Fri.) at the EIPM Archamps campus (FR).

In Digital mode, it is a series of half-day classes which taking place at the beginning of each course.

Whatever the learning mode, the goal remains the same: the content is designed to lay out the same common foundations for the group of learners for each study theme.

Awareness sessions aim at creating a common understanding of the topic within the group of learners.

The **validation criteria** for this Certification programme:

1. Relevant preparation and qualitative contribution to the virtual classes,
2. Written examination validating each course,
3. Project graded as passed.

### Step 3

## Personalised Learning

ONLINE

The results of the individual skills assessment (step 1) enable the development of a tailored training path to acquire the theory and help participants succeed in **bridging the identified gaps**. The structure and mechanism detailed below is applicable to each of the course chapters that constitute the participant's learning path.

### 3.1 Self-Learning

- **e-Learning Modules**. They deliver the theory which classes will debate on and apply. Each of them ends with a validation test and includes a summary of the content (the e-module takeaway) and for some of them, a toolbox. Depending on Participants, **one e-Module length varies** from 20 mins to around 45 mins.
- **Some specific readings** . They are accessible via a link to a dedicated library (ProQuest). These readings from EIPM or from the Company give access to some practical & operational contents.
- **Some videos** taken from the EIPM Library or from the Company.
- **Some cases and exercises**.

This represents the groundwork for:

### 3.2 Virtual Classes

These sessions are mandatory and **fixed in a planned calendar**. The trainer leads & coordinates the complete cohort. They aim **at validating** that Participants **understand** the theory, discuss its application and learn how **to implement** it in the Company environment.

Virtual classes are made of Q&A, games, exercises, personal cases prepared during the previous self-learning period.

The last virtual class ending a chapter of the course is marked by an examination, which contributes to the awarding of the diploma.

### Step 4

## Project & Graduation

Spring 2023: ONLINE

The objective of the final project is to bring measurable deliverables in implementing the different learnings (from theory to practice & tools).

The last step of the programme consists of a **Project** which participants develop over a period of **four months**. Participants will first present their proposed project subjects during step 3 of the course.

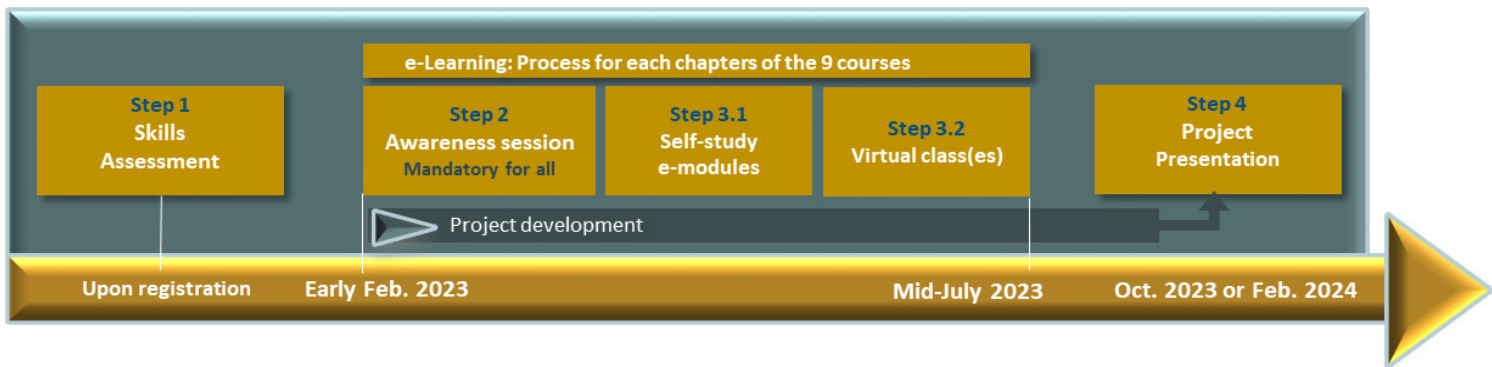
The project subject selected by the participant will need **to be approved by their management and accepted by EIPM**. After acceptance, participants will be coached by EIPM experts.

# Zoom on the programme

The Certification programme “Delivering Purchasing Excellence” focuses on achieving excellence through a flexible and business-minded approach to category management.

This includes developing ambitious strategies that leverage a diversity of practices and levers. The programme outlines how to develop category strategies, to implement mutually beneficial relationships with suppliers, advanced cost reduction and innovation activities. Effective communication with stakeholders and complex negotiations are also covered in this programme. Discover below the detailed and exhaustive programme.

Cursus line of the **Digital mode** (see pg.3) delivered in **Spring & Autumn sessions**



## 1. CATEGORY MANAGEMENT

- 1 Awareness session
- 2 Virtual classes:
  - Needs & Markets Analysis
  - Category Strategy (Kraljic)
- 1 Examination

## 2. COST MANAGEMENT

- 1 Awareness session
- 1 Virtual class:
  - Cost breakdown, TCO & KPIs
- 1 Examination

## 3. INNOVATION

- 1 Awareness session
- 1 Virtual class:
  - Innovation challenge
- Validation by teacher

## 4. RISK

- 1 Awareness session
- 1 Examination

## 5. SUSTAINABILITY

- 1 Awareness session
- 1 Examination

## 6. SOFT SKILLS FOR HARD NEGOTIATIONS

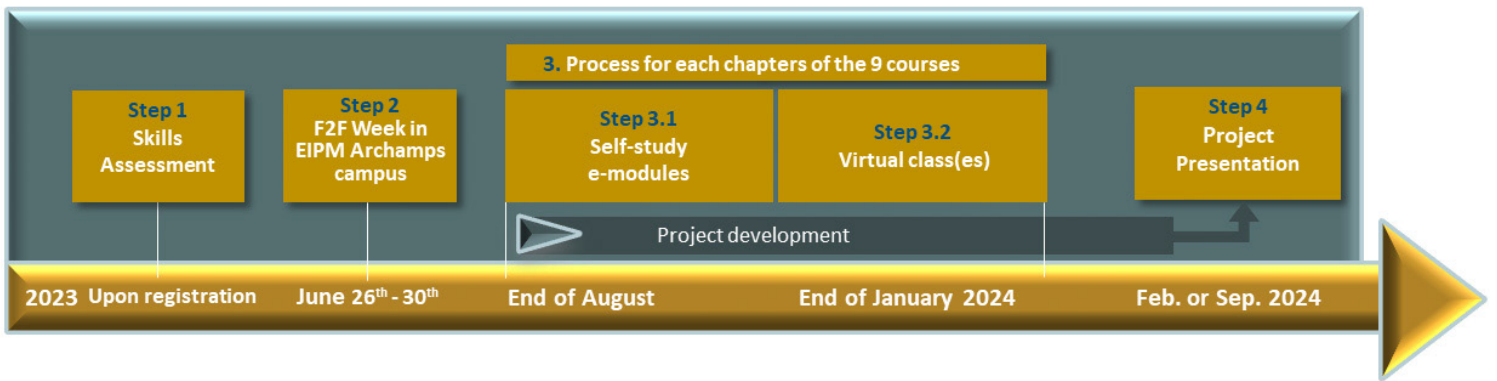
- 1 Awareness session
- 2 Virtual classes:
  - Value exchange
  - Tactics & Behaviours
- 1 Examination

# At a glance!

This programme consists of:

- 1 mandatory **Awareness session**: delivered in a five-day week in **FLeX mode** or spread out in the **Digital mode** programme.
- 9 founding **courses** (listed below)
- 1 to 3 **chapters** structuring each course (detailed on pages 8 & 9) which include:
  - A **self-study session** which must be considered as the preparatory work preceding:
  - A **Virtual class** aimed at implementing the theory in sub-group.
  - A short **examination** to check the understanding of the course. Results have a part in the graduation of the diploma.
- A **project** development and presentation to the Jury.

Cursus line of the **FLeX mode** (see pg.3) delivered in **Autumn session**



## 7. SUPPLIER RELATIONSHIP MANAGEMENT (SRM)

- 1 Awareness session
- 1 Virtual class:
  - How to implement SRM
  - SRM Challenge
- 1 Examination

## 8. ADVANCED STAKEHOLDER MANAGEMENT

- 1 Awareness session
- 1 Virtual class:
  - Understanding people's needs
- 1 Challenge
- 1 Examination

## 9. LEADERSHIP & CHANGE IN PROCUREMENT

- 1 Awareness session
- 1 Virtual class:
  - The Dynamics of Change
- 1 Examination

Estimated duration of the full course programme: (Incl. self-study): +/- 200 Hrs

Amongst which:

Estimated duration of self-study & Virtual classes: +/- 100 Hrs

Estimated duration of the Project development: +/- 100 Hrs

These estimates are indicative as they may vary significantly from one learner to another.

Courses themes	Chapters • Related self-study e-Modules	Awareness session (AS) & Virtual classes (VC) names
Category Management	<p>Kraljic matrix - Defining a category strategy</p> <p>Portfolio Management, Needs &amp; Market Analysis: Segmentation, Needs Definition - ABC / Criticality analysis - Procurement process steps - Stakeholder analysis - Market dynamics &amp; Porter's 5 Forces</p> <p>Category Strategy Aligning procurement strategies on company strategies, Procurement support strategy</p>	<p>Category Management Portfolio (AS)</p> <p>Portfolio Management, Needs &amp; Market Analysis (VC 1/2)</p> <p>Category Strategies (VC 2/2) + Exam</p>
Cost Management	<p>Cost management intro. - Functional analysis Value analysis</p> <p>Cost Breakdown, TCO &amp; KPIs TCO - Cost Breakdown Analysis - Advanced cost breakdown - Target Costing and Concept of Value - Costing methods &amp; design to cost - KPIs</p>	<p>Cost management introduction (AS)</p> <p>Cost breakdown and TCO &amp; KPIs exercises (VC 1/1)</p>
Innovation	<p>Definition, Innovation Sourcing Excellence - Business Horizons</p> <p>Process - Maturity ladders - Business value drivers - Needs &amp; pain points - Business Ecosystems Parts 1 &amp; 2 - Measuring performance</p>	<p>Innovation (AS)</p> <p>Innovation Challenge (VC 1/1)</p>
Risk Management	<p>Overview of Risks – definition, focus on procurement Building a Risk Matrix - Monetising risks - Implementation and deployment</p>	<p>Risk Management discussion Building a risk matrix through workshop (VC 1/1)</p>
Sustainability	<p>Sustainability definition - Sustainability and Risks - Sustainability &amp; the Procurement Process - Beyond Compliance with Sustainability - Circular Economy</p>	<p>Case discussion, workshop (VC 1/1)</p>
Soft Skills for Hard Negotiations	<p>First insights on the negotiation process and the value exchange The Value Exchange in Negotiation Conceding &amp; Obtaining Value - Conceding &amp; obtaining Value - Offensive/Defensive negotiation - Time &amp; Team Management in Negotiation - Offensiveness in negotiation - Behaviours in negotiation - Create your arguments.</p> <p>Tactics &amp; Behaviours: Behaviours in Negotiation Parts 1 to 3</p>	<p>Negotiation role-play (AS)</p> <p>Value Exchange (VC 1/2)</p> <p>Tactics &amp; Behaviours (VC 2/2)</p>
Supplier Relationship Management / SRM	<p>The interest of doing SRM / Business context of SRM</p> <p>Why SRM? What is SRM? - Selecting SRM Partners - Understanding your SRM Partner - KPIs for SRM (1&amp;2) - Managing Key Suppliers (1&amp;2) - Introduction to Managing Key Suppliers</p>	<p>Whys and targets (AS)</p> <p>How to implement SRM (VC 1/1) + Challenge + Exam</p>
Advanced Stakeholder Management	<p>Understanding the breadth and depth of people's needs • Emotional Intelligence (1), (2), (3), (4), (5) &amp; (6)</p> <p>Increasing Organisational Influence • Understanding cultures (1), (2) &amp; (3)</p>	<p>Organisational influence (AS)</p> <p>Understanding People's Needs (VC 1/1) + Challenge + Exam</p>
Leadership & Change in Procurement	<p>Leadership &amp; Change: Maturity • Relevant videos on fundamentals of leadership in the Purchasing organisation</p> <p>The Dynamics of Change • Videos and readings on the factors of change</p>	<p>Leadership &amp; Change: Maturity (AS)</p> <p>The Dynamic of Change (VC 1/1)</p>

## Aim of the course & Learning goals

By the end of this course, Participants will be able to create & deploy a category strategy.

- Understand the strategic process to manage a portfolio of spend
- Adopt the right organisation to manage this portfolio
- Integrate and challenge the needs of stakeholders
- Understand the market opportunities and trends
- Define a strategy for each category of spend
- Implement the defined procurement strategies.

By the end of this course, participants will be able to act as internal entrepreneurs to reduce and avoid costs and to improve the value obtained for a certain cost..

- Understand cost drivers and their impact on product / service cost.
- Generate functional specifications
- Understand principles of Value analysis
- Design product or service to fit an intended cost
- Develop TCO models including key-drivers and parameters.

By the end of this course, Participants will be able to adopt different practices that enable to innovate with suppliers.

- Understand how procurement can contribute to innovation
- Identify the unmet needs of the business
- Find opportunities within the ecosystem
- Involve suppliers in the innovation projects
- Measure value creation.

By the end of this course, participants will be able to understand the contribution of Procurement to reduce risks.

- Identify risks coming from the supply chain
- Integrate external risks in smart category strategies
- Evaluate the risk level
- Reduce the exposition to risks.

By the end of this course, participants will be able to understand the contribution of Procurement to sustainability.

- Understand what sustainability means in a procurement context
- Integrate sustainability in procurement activities and performance
- Understand key concepts such as the circular economy and decarbonation
- Create value out of sustainability

By the end of this course, participants will be able to create value in difficult negotiations, adopt the relevant tactics, and adapt their behaviour.

- Convert a procurement strategy in negotiation points
- Exchange value and create value gains for both negotiating parties
- Build a tactic
- Customise the behaviour to the intended tactic.

By the end of this course, participants will be able to understand the good reasons to opt for an 'SRM' approach, what to analyse, and how to implement it.

- Identify the reasons to work in an SRM mode
- Identify the Key suppliers
- Put oneself in the supplier's shoes and understand their interest in collaborating with us
- Structure the relationship
- Understand the function of Key Supplier Manager.

By the end of this course, participants will be able to target specific stakeholders to be approached, to engage with them, and to influence their thinking.

- Detect and prioritise strategic stakeholders
- Identify the right moment to influence stakeholders
- Understand their way of thinking to influence them more
- Become able to change their way of thinking.

By the end of this course, participants will be able to take the lead in transforming Procurement thinking & mindset and contribute to making it more strategic to the company.

- Understand the dimensions of Procurement transformation
- Identify the levers of organisational change
- Make Procurement more resilient and adaptive

# Who will train and coach you?

**François Dousset** - Professor & Programme Manager on “*Delivering Purchasing Excellence*” Certification

Economy and Management (HEC) - Post-graduation in Human Sciences - Dramatic Art



François works as a consultant and teacher for Supply Management strategy and behaviours. He specialises in Procurement Techniques and strategy, in the enabling behaviours necessary in Procurement, and with particular interest in market analysis, category strategies, Procurement Strategy, SRM, and value management.

In addition to this, he trains and coaches teams on Stakeholder management, and in the Soft Skills underlying Procurement excellence, with particular interest in Procurement Leadership.

Part of his teaching and consulting activities is focused on the training programmes EIPM delivers worldwide. The list of clients he has been working with varies from Energy, Automotive, Oil and Gas, Chemicals, Pharmaceutical, Telecommunications to Banking, Insurance, the public Procurement industry, Electrics, and includes BULL, MINISTRY OF HEALTH in France and in Brazil, ...

The list of clients he works with includes FERRARI, ENEL, THALES, EON, VALLOUREC, SANOFI, LVMH, SIEMENS PGI, VODAFONE, LEGRAND, NSN, NOKIA, FRIESLAND FOOD, BAYER, MICHELIN PSA, SABIC, SAFRAN, BOMBARDIER, SCHLUMBERGER, SAINT-GOBAIN...

**Manish Shanbhag** Professor & Programme Manager on “*Buying for Performance*” Certification  
Trainer in Cost courses of the present certification

MBA, HEC School of Management, PARIS, FRANCE - Strategy Track  
Bachelor of Engineering - RV College, India

Manish defined and managed sourcing methodologies for governance of the Rolling Stock Sites (14 sites) of Alstom Transport. He managed all sourcing tools impacting a sourcing community of more than 500 people.

He was the Sourcing Project Manager in Alstom, and pioneered the organisation and execution of online Auctions for various commodities. Successfully trained in 6 sigma Black-belt processes, he executed an RFQ project (green belt project) to increase the Hit Rate conversion (from RFQs to Business Orders) from 9% to 25%.

He designed and deployed worldwide eSourcing tools like eRFQ, Supplier Risk Management and Supplier Document Repository and implemented KPIs to monitor their deployment and compliance. He led the project to manage Alstom Grid Sourcing Actions (Benefit Book) from Conceptualisation, Design, Development and Deployment. .

He is trained in Cost breakdown methodology, purchasing strategies, supplier risk analysis and SOC purchase.



**Hervé Legenvre** - Professor & Programme Manager in “*Leading Purchasing Transformation*”,  
Director Value Creation Observatory - **Innovation course Trainer** of the present certification



PhD in Economic Science, Paris South France University.  
Master in Economics of Innovation and Industrial Organisation,  
Paris North University – France

Hervé started his career as a consultant for RENAULT Consulting. He worked with a diversity of clients from the industrial sector such as RENAULT, VALÉO or ALLIED SIGNAL on projects related to lean production systems, new product development and strategy implementation.

He joined EFQM as Director. Hervé has overseen the development of the most recent version of the EFQM Model, a framework used by more than 30000 organisations to assess their performance and develop their strategy. He has facilitated benchmarking projects and conducted numerous assessments. As a Director, he oversaw two business units in charge of recognition activities (including the EFQM Excellence Award) and training programmes. Hervé has overseen or contributed to projects with companies such as EDF, GRUNDFOS, Robert Bosch or Unilever and organisations such as the United Nations, The European Investment Bank or the European Defense Agency.

# Who cares for your study comfort?



**Katia Lotte**  
Educational Programme Manager



**Bernard Gracia**  
EIPM Founder



**Magali Mugnier**  
Project & Skills  
Assessment Manager

## KEY INFORMATION

### Prerequisite

No formal prerequisite. No formal prerequisite. However, the candidate should occupy a purchasing manager or purchasing executive role or have managerial experience outside of purchasing and a new role in purchasing.

### Accessibility

When registering for our training, we carry out an individual interview with disabled candidates to identify the solutions we can put in place to facilitate their learning. We can also rely on a network of national partners to assist us in this task.

### Graduation rate

Over 96% success rate at exams during last the 24 months.

### Start & end dates

**Session 1:** Will be shaped in **online mode** exclusively.  
Spring 2023 From 6<sup>th</sup> February to 3<sup>rd</sup> July 2023

**Session 2:** In **FLeX format** exclusively.  
Autumn 2023 1 residential week: 26<sup>th</sup> - 30<sup>th</sup> June 2023  
& Distance learning from 21<sup>st</sup> August to 22<sup>nd</sup> January 2024.  
Project presentation to Jury in February 2024 session at the earliest.

### Tuition fee

€ 7'500 Price is displayed free of VAT.

Taxes will be applied according to the official regulations depending on your fiscal residence.

### To apply

1. Directly on our website: <https://www.eipm.org/> or our Shop: <https://shop.eipm.org/>
2. You can also download the relevant Registration Form on our website: <https://www.eipm.org/certification/> and send it back, filled in, to the email address below.

Once registration is approved, you will receive a confirmation email as well as your access to the LMS to consult all documents related to the programme. For any question you may have or any assistance you may need at any step of the registration process, please contact us.

### Your contact

Mrs Natalia Savitcaia: [natalia.savitcaia@eipm.org](mailto:natalia.savitcaia@eipm.org)  
and +33 (0)4 50 31 56 78

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## The European Institute of Purchasing Management

“One who lacks knowledge is constantly at the mercy of change.  
Only the one who knows is able to live the change serenely  
...Or lead it! ”.

Bernard Gracia  
EIPM Founder

*EIPM Education,  
A stairway to professional development  
and self-fulfilment!*

