

CERTIFICATION IN PURCHASING



2023

“BUYING FOR PERFORMANCE”

A CERTIFICATION FOR PROFESSIONAL BUYERS

The European Institute of Purchasing Management

www.eipm.org

The learning journey

A training path for the entire Purchasing community

Level of skills & experience

"Discovering Purchasing"
A certification for
Newcomers

"Buying for Performance"
a certification for
Professionals Buyers

"Delivering Purchasing Excellence"
a certification for
Expert Buyers

"Leading Purchasing Transformation"
a certification for
Purchasing Managers

Executive Diploma
focussed on **Business performance & growth**

EMBA
to design the Purchasing organisation for the Company

EIPM certification programmes are accredited by:



The quality certification was issued under the following category:
TRAINING COURSES

Level of responsibilities

Welcome to the Purchasing Universe!

You are active in the Purchasing sector for years and you realise that your knowledge in this area is too narrow to allow you to progress with ease in the tasks entrusted to you. Do not worry, you are in the right place to strengthen and deepen your skills of Purchasing with the aim to enhance your autonomy of thought...and action!

"Buying for performance" **Level 2 for Professional Buyers**

The Certification for Professional 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.

The level of certification targets Lead buyers, Category buyers, Project buyers and Business Unit buyers with large portfolio responsibilities.

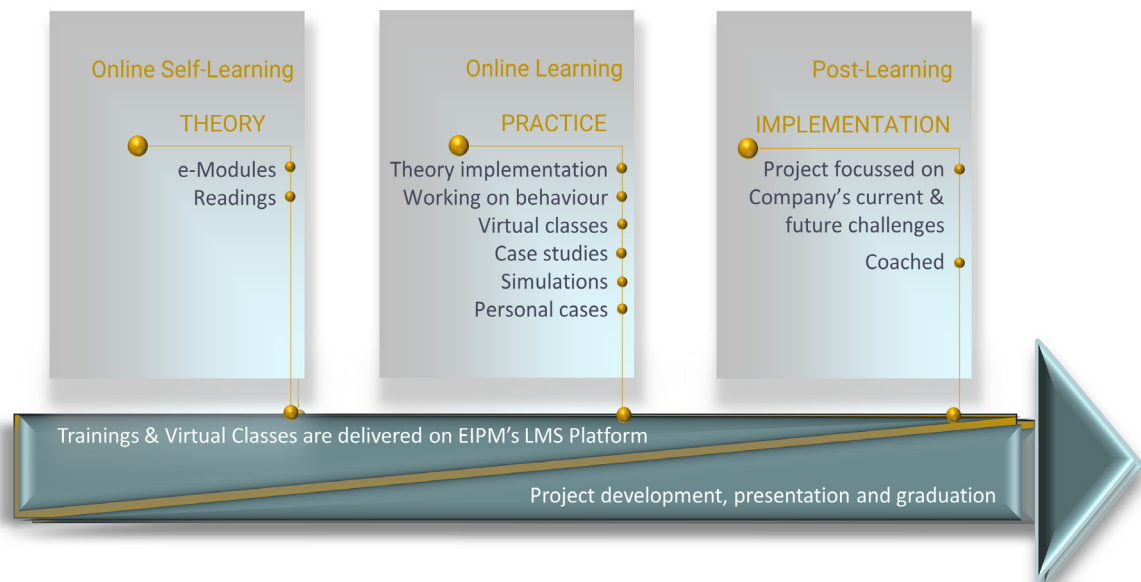
Which learning mode?

Full digital!

Over the last 30 years, EIPM has constantly been driving and leading the Purchasing & Supply Management education in terms of content and pedagogies. The world is changing drastically due to different technological transformations, ways of living, globalisation and the unexpected impacts of the pandemic crisis.

Therefore, we had to innovate and create digital pedagogies to better fit this new environment and complete the classic existing blended and Flex learning offers. The level 2 for professional buyers has been conceived in FLeX or Full Digital format.

As the structure of the “Buying for Performance” certification learning path lends itself very well to the Full Digital mode, we have opted for this unique format in 2023. This enables you to plan your training in optimal tranquil conditions in case we will have to face new sanitary restrictions.



L2 Certification for Professional Buyers is delivered in Full Digital learning mode.

"Our constant preoccupation is to create a cohort spirit through Distance Learning mode!"

EIPM Research & Pedagogical team.

Structure of the pedagogy

Providing you with the nectar of the Purchasing discipline

The EIPM pedagogical team has worked to develop each level of certification by adapting their structure to specific needs. The aim is to focus on the essentials and avoid wasting time on unnecessary steps of learning. We wanted each level to be exhaustive but concise, precise but exploratory, relevant but open-minded.

This section aims to detail the four steps that composes your learning path.

Step 1

Skills assessment

ONLINE SESSION

Attributes a personalised learning path for the participant to fit their exact training needs.

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

Each participant's assessment results will indicate the e-modules & learning paths which need to be completed. However, if a participant wishes to take part in other learning paths than those required by the assessment, they will be able to do so. The assessment starts as soon as the Learner's registration has been approved.

Step 2

Cohort's plenary session

ONLINE SESSION

Focus on know-how-to-do and know-how-to-be

This session will allow participants to implement **theory in actions**, no longer focussing exclusively on the what, but rather on how and why: know-how-to-do and know-how-to-be. The goal is to concentrate on **behaviour, communication, values and leadership** to coach participants to become the support for business.

In FL@X mode, it's a week (Mon. to Fri.) in the Archamps campus. In digital mode, it is a half-day session that takes place at the beginning of each of the seven courses. When sanitary constraints require it, the session is immediately adapted in online mode.

SIMULTANEOUSLY: Participants will also be invited to reflect on the outlines of their project.

Step 3

D-Learning

ONLINE SESSION

"No time and effort lost on content already mastered"

The results of the individual skills assessment enables the development of a tailored training path to acquire the theory and help participants succeed **to bridge the identified gaps**.

This session will allow participants to implement **theory in actions**, no longer focussing exclusively on the what, but rather on how and why: know-how-to-do and know-how-to-be. The goal is to concentrate on **behaviour, communication, values and leadership** to coach participants to become the support for business.

Each course or element in this path is made of digital content (e-Learning modules, videos, readings, games, etc.) creating **a complete learning syllabus per topic**. Each chapter is divided into three main parts:

- Awareness session(s)
- Self-study session
- Virtual class(es)



Step 4

Project & Graduation

ON SITE/LINE SESSION

From theory to practice:
Implementing the learnings

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 the awareness session.

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 via webinar by EIPM experts. Projects will be presented to a jury for validation to obtain the Certification diploma.

A formal **Graduation** with the complete cohort and professors allows all participants to join again on campus (if feasible). It is the opportunity for participants to come with their managers and families and celebrate the graduation together.

...3.1 - 3.2 - 3.3

D-Learning process

ONLINE SESSIONS

3.1 The **Awareness Sessions** and their content are designed to lay the theoretical foundations common to the group of learners for each study theme at the very beginning of the course. During roughly half a day (210 min.), the professor unfolds the basic theory necessary for the proper understanding and assimilation of the rest of the course.

3.2 Next is a series of **mandatory e-Learning modules** which strengthen the foundations, before assisting to the two Virtual classes. Each topic is made up of a variety of digital content (e-Learning modules, videos, webinars, readings, games, etc.) creating a complete learning corpus per topic. An **operational assignment** allows participants to show their excellence in applying tools learnt.

3.3 The **Virtual Classes (VC)** take place after the self-learning sessions and conclude a chapter. They are mandatory in a fixed planned Calendar. The trainer leads and coordinates the complete cohort of 10 to 12 Participants. **VCs are for validating that Participants understand the theory and learn how to implement it.** Each Virtual Class is built as follows:

- 1/3 is to **validate** that Participants have entirely understood the theory learnt alone online. This validation is based on peer-to-peer sessions through Q&A and games.
- 1/3 is to **implement** in virtual sub-groups, theory with cases, exercises, personal cases prepared during self-learning period. These sub-group sessions, as well as the plenary ones, are led and coordinated by the trainer.
- 1/3 is to go one step further and deeper on some content. Discussions aim at better understanding some elements of theory or to see how **to implement them in a corporate environment**.

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

1. 100 % completion of the e-Learning modules
2. Relevant preparation and qualitative contribution to the whole virtual classes
3. Project graded as pass.

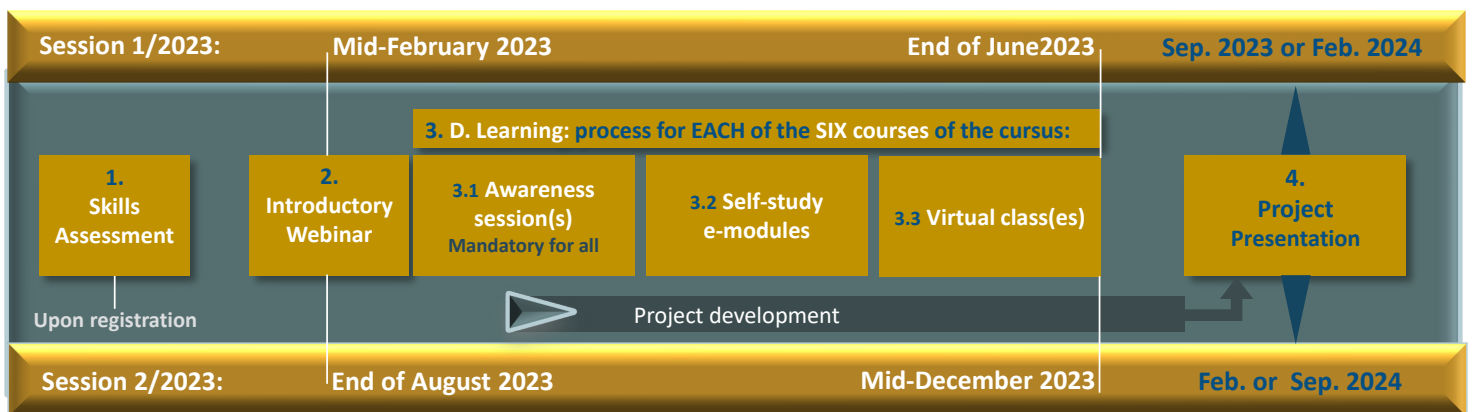
Zoom on level 2 programme

The Certification programme “**Buying for Performance**” aims at understanding the process, essential tools and practices contributing to enhancing the performance of the Business.

This programme permits professionals to be familiar with elements of **Contracts, Costs, Finance and Negotiation** and to be entirely autonomous at handling a portfolio of non-strategic products & services.

The Certification programme “Buying for Performance” targets Purchasing Professionals who need some concepts and practices to become expert purchasing professionals.

Cursus line of the 2023 both sessions in Full digital mode:



Estimated durations of L2 Certification “Buying for performance”

Virtual classes:	67 Hrs
Self-study:	25 Hrs
Project development:	70 Hrs
Estimated total length:	162 Hrs.

The durations are indicative as they can vary, from slightly to considerably, from one learner to another.

“Buying for Performance”

As a matter of fact!

Level 2 Certification programme is composed of **6 main courses**:

- Inside Purchasing
- Outside Purchasing
- Cost Analysis
- Contract & Contract Management
- Finance Analysis
- Negotiation

INSIDE PURCHASING

- 2 Awareness sessions
- 2 Virtual classes:
 - The Evolution of Purchasing & Purchasing Process
 - Functional Analysis of Needs

OUTSIDE PURCHASING

- 2 Awareness sessions
- 2 Virtual classes:
 - Getting Information on the Markets & New Relations with Suppliers
 - The Right Levers to Execute a Strategy

COST ANALYSIS

- 1 Awareness session
- 1 Virtual class:
 - Fixed vs Variable Costs, Cost Breakdown & TCO

CONTRACT & CONTRACT MANAGEMENT

- 1 Awareness session
- 1 Virtual class:
 - Contract Life Cycle & Analysing Clauses

FINANCIAL RISKS

- 1 full day awareness session
- 1 Virtual class:
 - Purchasing Contribution to Finance & Supplier Ratios

NEGOTIATION

- 1 Awareness session
- 2 Virtual classes:
 - Negotiation Value Exchange, Role-play & Conduct
 - Communication in Negotiation

Courses themes	Chapters & Awareness sessions • related Self-study e-Modules	Virtual classes
Fundamentals of Purchasing: Purchasing Inside	1. Value added & Organisation <ul style="list-style-type: none"> • The rise of Purchasing • Purchasing process steps • Purchasing organisation 2. Stakeholders <ul style="list-style-type: none"> • Communicate with stakeholders • Functional analysis 	1. The Evolution of Purchasing & Purchasing Process 2. Functional analysis of needs
Fundamentals of Purchasing: Purchasing Outside	1. New relations with suppliers <ul style="list-style-type: none"> • Supply and demand • Information sources in Procurement • What is SRM? (Level 1) • Understanding your SRM Partner 2. Strategy <ul style="list-style-type: none"> • Procurement Levers • Supplier prospection and selection 	1. Getting information on the markets & New relations with suppliers 2. The right lever to execute a strategy
Cost Analysis	1. Cost Analysis <ul style="list-style-type: none"> • Costs and Savings • Basic Cost breakdown • Total Cost of Ownership (TCO) 	1. Fixed vs Variable Costs, Cost Breakdown & TCO
Contract & Contract Management	1. Contract & Contract Management <ul style="list-style-type: none"> • Contract Fundamentals • Overview of Legal Concepts • Overview of Contracts • Performance & Main Clauses - part 1 • Performance & Main Clauses - part 2 • Performance & Main Clauses - part 3 	1. Contract Life Cycle & Analysing Clauses
Finance Risks	1. Finance (via simulation game) <ul style="list-style-type: none"> • Financial Analysis & Reporting • Understanding Financial Statements • Understanding Financial Ratios • Understanding Cash Flows 	1. Purchasing contribution to Finance & Supplier ratios
Negotiation	1. Negotiation <ul style="list-style-type: none"> • Value exchange in Negotiation • Offensive/Defensive Negotiations • Negotiation communication 4: Settings • Nego. communication 5: 5-step communication process • Backing Negotiations with a BATNA • Negotiation communication 8: Concluding • What is body language • Deciphering body language • 3 basic types of arguments 	1. Negotiation Value Exchange, Role-play & Conduct 2. Communication in Negotiation

Aim of the courses & Learning goals

By the end of the **Purchasing Inside** course, Participants will be able to:

- Understand the “raison d’être” of Purchasing and delineate its main processes.

Learning goals:

- Understand the added value of Procurement
- Understand the role of a Buyer in the Procurement process
- Structure communication with stakeholders and translate needs into measurable objectives.
- Write the functional specifications of the product / service being procured

By the end of the **Purchasing Outside** course, Participants will be able to:

- Understand the market trends and what’s happening around them.

Learning goals:

- Get information from the market and do a thorough market analysis
- Understand new relationships with suppliers
- Implement an objective, transparent supplier selection process.
- Segment Portfolio and define priorities.
- Understand the different levers to implement in a Supplier Strategy.

By the end of the **Cost Analysis** course, Participants will be able to:

- Understand the basics of Cost analysis.

Learning goals:

- Basic knowledge to understand how suppliers calculate their costs and their selling price.
- Fundamentals of product cost structure and cost breakdown analysis.
- Total Cost of Ownership / TCO.

By the end of the **Contract & Contract Management** course, Participants will be able to:

- Understand the Contractual concepts and main clauses in a standard contract.

Learning goals:

- Understand the international legal framework.
- List the necessary conditions to have a valid commercial contract.
- Recognise and use some “standard” clauses in contracts.
- Understand Contract Life Cycle management.
- Understand the key actions to consider before, during and after the deployment of Contracts.

By the end of the **Finance Risks** course, Participants will be able to:

- Understand the basics of Finance and Financial statements.

Learning goals:

- 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.
- Assess the consequences of some procurement decisions on the suppliers’ financial health: risk assessment

By the end of the **Negotiation** course, Participants will be able to:

- Master how they handle a negotiation

Learning goals:

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

Who will train and coach you?

Manish Shanbhag - Professor & Programme Manager on **"Buying for Performance"** 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 organization 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 world-wide 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.

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

François Dousset - Professor, **Negotiation** courses Trainer
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 in particular with 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 is running worldwide. The list of clients he has been working with varies from Energy, Automotive, Oil and Gas, Chemicals, Pharmaceutical, Telecommunications to Banking, Insurance, and 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...



Who is there to support and guide?



Katia Lotte
Educational Programme Manager



Bernard Gracia
President and Dean



Magali Mugnier
Project & Skills
Assessment Manager

Key information

Prerequisite

No prerequisite.

Accessibility

When registering for our training, we study with the candidates having a disability and through an individual interview the actions that we can put in place to facilitate their learning. For this, we can also rely on a network of identified national partners.

Graduation rate

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

Learning mode & dates

Sessions 1 & 2: Will be shapped in online mode.

Session 1: Training: from 13th February to 26th June 2023
Project presentation: September 2023 or February 2024

Session 2: Training: from 21st August to 14th December 2023.
Project presentation: February or September 2024

The learning platform is open upon registration and accessible until the project is submitted to the Jury.

Tuition fee

€ 5'900 Price is displayed free of VAT.

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

To apply

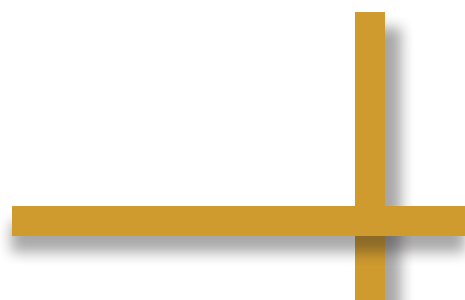
1. Directly on our website: <https://www.eipm.org/> or our Shop: <https://shop.eipm.org/>
2. You can also download the relevant Registration Form on our website: <https://www.eipm.org/certification/> and send it back, filled in, at the email address below.

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.

Contact

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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 President

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

