

CERTIFICATION IN PURCHASING



**“DELIVERING
PURCHASING EXCELLENCE”**

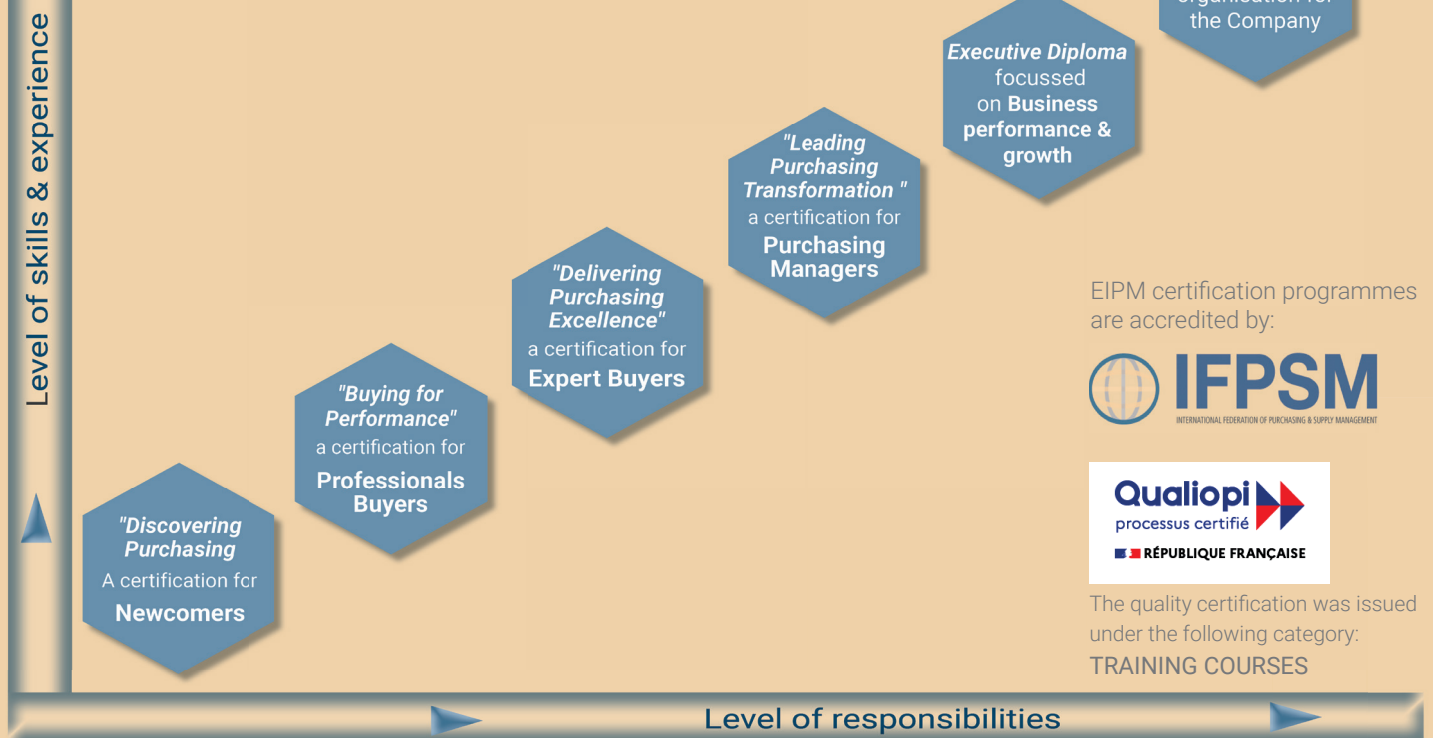
A CERTIFICATION FOR PURCHASING EXPERTS

The European Institute of Purchasing Management

www.eipm.org

The learning journey

A training path for the entire Purchasing community



Welcome to the next level!

Your career path leads you to the Purchasing sector and you would like to enlarge your knowledge in this area to progress with ease in the tasks entrusted to you. You are in the right place to acquire the next level of the discipline and to enhance the efficiency of thought...and management!

"Delivering Purchasing Excellence" **Level 3 designed for Purchasing Experts**

The Certification programme "Delivering Purchasing Excellence" targets category and project managers who need to initiate new ways of thinking and acting to deliver value for the business.

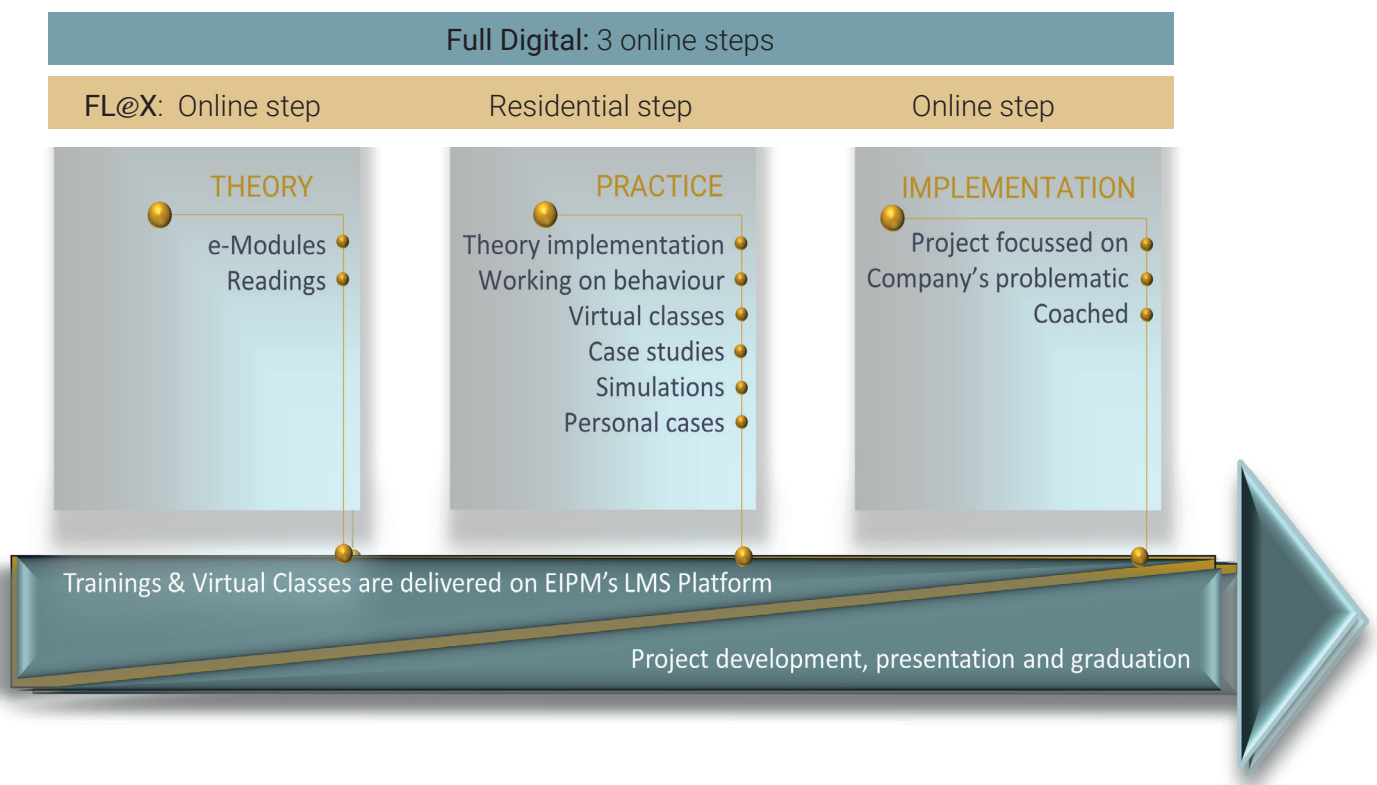
The cursus focuses on achieving excellence through a flexible and business-minded approach to category management in Procurement. This includes developing ambitious strategies that leverage a diversity of practices and levers. The programme outlines how to implement mutually-beneficial relationships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

Which learning mode?

FL@X or Full digital !

Over the last 30 years, EIPM has constantly been driving and leading Purchase & Supply Management education in terms of content and pedagogy. The world is changing drastically due to different technological transformations, ways of living evolutions and most recently, the unexpected impact of the Covid pandemic.

In 2019, EIPM launched the FL@X learning mode that smartly mixes residential and online sessions while we were simultaneously developing the full digital mode to respond to a behaviour trend: "less travel for less ecological impacts". After two years' experience, whether in FL@X or Full Digital mode, EIPM is organised to provide high-flying training in any health-constrained situation and according to your needs and wishes.



"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 avowed aim is to focus on the essential, the important and to solicit learners by avoiding wasting precious time with unnecessary steps. We wanted each level to be exhaustive but concise, precise but exploratory and relevant and open-minded.

This section aims to present the different steps that compose 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

SESSION 1/Spring 2023: ONLINE

SESSION 1/ Fall 2023 : RESIDENTIAL

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 3.1

Personalised d-Learning

ONLINE SESSION

“No time and effort lost on content already mastered”

The results of the individual skills assessment will enable the development of a personalised training path to acquire the theory and help participants succeed to bridge the identified gaps. However, **regardless of the outcome of the assessment, participation in the F2F week** (25-29.04.2022 for FLeX mode) **OR in the Awareness Sessions** (for full digital mode at the beginning of each chapter of the course) **is mandatory for all participants.**

Each course or element in this path is made of a variety of digital content (e-Learning modules, videos & readings) creating **a complete learning syllabus per topic.** Each of the 7 courses chapter is finalised by one or more virtual classes. **The Virtual Classes (VC)** take place after the self-learning sessions and conclude a chapter. The trainer leads and coordinates the complete cohort of 10 to 12 Participants.

Each Virtual Class and workshop are aiming:

- **to validate** that Participants have entirely understand the theory learnt alone online.
- **to go one step further** on some content. Through 3 sessions named “**Challenges**”, Participants will experiment their ability to show innovative (and even disruptive) initiatives and to defend them in front of their fellow participants.

Finally, and during three “**Community Workshops**”, learners will have the opportunity to involve their line manager and business partner for an analysis to identify potential **improvements in organisation and relationships.**

Step 4

Project & Graduation

ONSITE/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 step 3.

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. Projects will be presented to a jury for validation to obtain the Certification diploma.

The formal **Graduation** gathers the complete cohort and professors. It is the opportunity for participants to come with their managers and families and celebrate the graduation together.

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

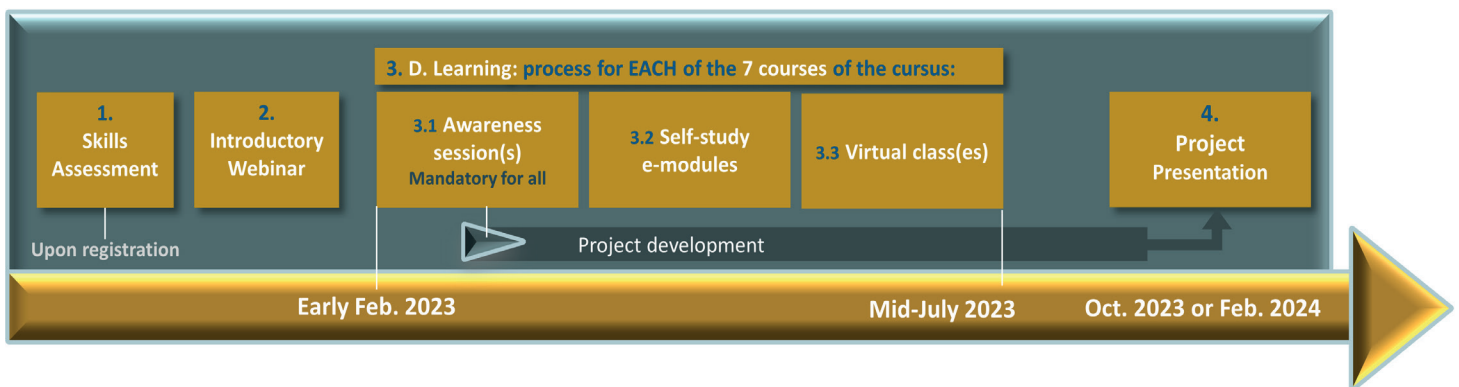
1. 100 % completion of the D-Learning e-modules
2. Relevant preparation and qualitative contribution to the whole virtual classes
3. Evaluation by oral examination at the end of each course
4. Project graded as pass.

Zoom on level 3 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 **1st session (Spring) 2023 in Full digital mode:**



CATEGORY MANAGEMENT

1 Awareness session
2 Virtual classes:

- Needs & Markets
- Category Strategy (Kraljic)

COST MANAGEMENT

1 Awareness session
3 Virtual classes:

- Cost breakdown & TCO
- Risk management
- Sustainability

+ Examination

INNOVATION

1 Awareness session
1 Virtual class:

- Innovation Challenge

SOFT SKILLS FOR HARD NEGOTIATION

1 Awareness session
2 Virtual classes:

- Tactics
- Behaviours

+ Examination

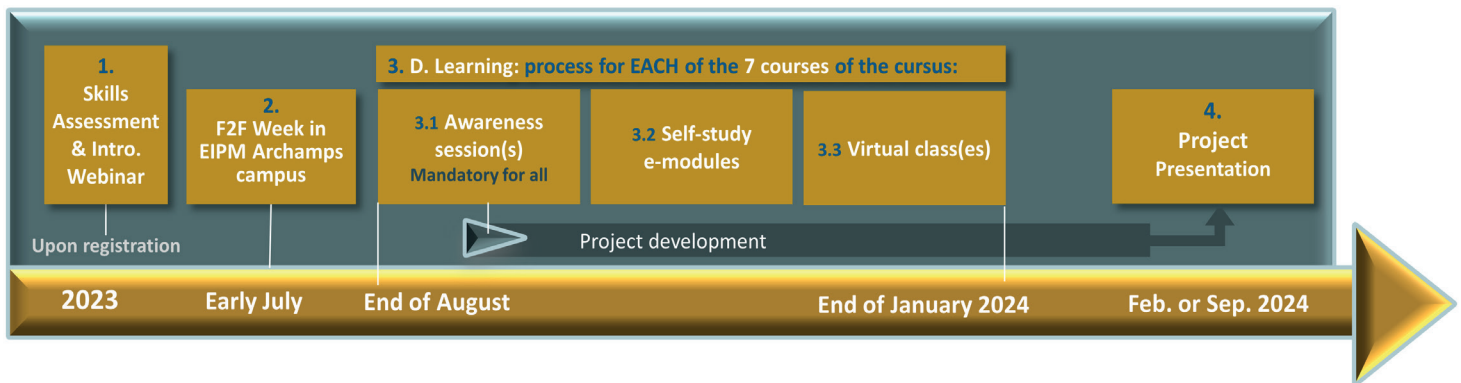
“Delivering Purchasing Excellence”

At a glance!

The L3 Certification programme is composed of:

- 7 main **courses** (listed below) containing **1 to 3 chapters**,
- **Each chapter** (listed on pages 8 & 9) is made of:
 - A mandatory and plenary **Awareness session**: days in **FL@X mode** (Fall session) or spread out in the programme in **Digital mode (Spring)**
 - A **self-study session** which is determined by the skills assessment result
 - A **Virtual class** aiming to implement the theory in sub-groups
- A **project** development and presentation

Cursus line of the **2nd session (Fall) 2023 in FL@X mode**:



SUPPLIER RELATIONSHIP MANAGEMENT/SRM

- 1 Awareness session
- 2 Virtual classes:
 - How to implement SRM
 - SRM Challenge
- + Examination

ADVANCED STAKEHOLDER MANAGEMENT

- 1 Awareness session
- 2 Virtual classes:
 - Understanding people's needs
 - Challenge
- + Examination

LEADERSHIP & CHANGE IN PROCUREMENT

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

Length of Awareness sessions and Virtual classes: 210 mn each.
 ESTIMATED total length of the whole cursus (Incl. self-study): 180 Hrs.

Objectives and learning

Courses themes	Chapters • related self-study e-Modules	Virtual classes topics
Category Management	Defining a Category Strategy - Kraljic Portfolio Management <ul style="list-style-type: none"> Segmentation ABC / Criticality analysis Procurement support strategy Managing Needs & Markets <ul style="list-style-type: none"> Purchasing process steps Stakeholder analysis Market dynamics & Porter's 5 Forces Purchasing Strategies <ul style="list-style-type: none"> Strategy definition alignment 	Portfolio Management Needs & Markets Purchasing Strategies
Cost Management	Cost Breakdown, TCO & KPIs <ul style="list-style-type: none"> Cost Breakdown Analysis • TCO • Advanced cost breakdown Functional analysis (Lev2) • Target costing & Concept of value Costing methods & design to cost SPM, Risk & Sustainability <ul style="list-style-type: none"> Risk Analysis • Sustainability KPIs - Key Performance Indicators 	Cost Management & breakdown TCO & KPIs SPM - Risk Management & Sustainability
Innovation	Innovation: Definition & presentation <ul style="list-style-type: none"> INNOVATION: • Process • Maturity ladders Business value drivers • Needs & pain points Business ecosystems Parts 1 & 2 • Measuring performance 	Innovation & Case study
Soft Skills for Hard Negotiations	The Value Exchange <ul style="list-style-type: none"> Value exchange in Negotiation Conceding & Obtaining Value Tactics & Behaviours <ul style="list-style-type: none"> Offensive/Defensive negotiations (Negotiation tactics 6) Offensiveness in negotiations Time & Team management in negotiations Behaviours in negotiation Create your negotiation arguments Behaviours in negotiation - Part 1, 2 & 3 	Negotiation Value Exchange Tactics & behaviours
Supplier Relationship Management / SRM	Why SRM <ul style="list-style-type: none"> What is SRM? Selecting SRM Partners How SRM <ul style="list-style-type: none"> Introduction to Managing Key Suppliers • Managing Key Suppliers (2) • KPIs for SRM SRM & Procurement Maturity 	How to implement SRM
Advanced Stakeholder Management	Understanding the breadth and depth of people's needs <ul style="list-style-type: none"> Emotional Intelligence (1), (2), (3), (4), (5) & (6) Increasing Organisational Influence <ul style="list-style-type: none"> Understanding cultures (1), (2) & (3) 	Understanding People's Needs
Leadership & Change in Procurement	Leadership & Change: Maturity <ul style="list-style-type: none"> Videos related on fundamentals of leadership in the Purchasing organisation The Dynamics of Change <ul style="list-style-type: none"> Videos and readings on the factors of change 	The Transformation leadership The Dynamic of Change

goals of this certification

Topics	Aim of the course & Learning goals
	<p>By the end of this course, Participants will be able to create & deploy a category strategy.</p> <ul style="list-style-type: none"> • 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 purchasing strategies.
own	<p>By the end of this course, Participants will be able to reduce and avoid costs and risks, and improve the value obtained for a certain cost.</p> <ul style="list-style-type: none"> • 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.
	<p>By the end of this course, Participants will be able to adopt different practices that enable to innovate with suppliers.</p> <ul style="list-style-type: none"> • Understand how purchasing 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.
	<p>By the end of this course, participants will be able to create value in difficult negotiations, adopt the relevant tactics, and adapt their behaviour.</p> <ul style="list-style-type: none"> • Convert a purchasing strategy in negotiation points • Exchange value and create value gains for both negotiating parties • Build a tactic • Customise the behaviour to the intended tactic.
	<p>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.</p> <ul style="list-style-type: none"> • 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.
ds	<p>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.</p> <ul style="list-style-type: none"> • 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.
nip	<p>By the end of this course, participants will be able to take the lead in transforming Procurement thinking & mindset and contribute to make it more strategic to the company.</p> <ul style="list-style-type: none"> • Understand the dimensions of Procurement transformation • Identify the levers of organisational change • Make Procurement more resilient and adaptive

This information is given as an indication. The content of the programme and its order may be subject to modifications

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 in. 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 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...

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 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. .

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
President and Dean



Magali Mugnier
Project & Skills
Assessment Manager

KEY INFORMATION

Prerequisite

No formal prerequisite. However, candidat should be in a purchasing manager or purchasing executive role already or have a managerial experience outside of purchasing and a new role in purchasing.

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 national partners.

Graduation rate

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

Start & end dates

Session 1: Will be shapped in **online mode** exclusively.

Spring 2023 From 6th February to 3rd July 2023

Session 2: In **FL@X format** exclusively.

Fall 2023 1 residential week: 3rd - 7th July 2023

& Distance learning from 21st August to 22nd 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: nsavitcaia@eipm.org
and +33 (0)4 50 31 56 78

The European Institute for Purchasing Excellence - Bâtiment Mont-Blanc 2
59, rue Antoine Redier - 74160 Archamps - France



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!*

