

# CERTIFICATION IN PURCHASING



## “LEADING PURCHASING TRANSFORMATION” A CERTIFICATION FOR MANAGERS

**The European Institute of Purchasing Management**

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



# “Leading Purchasing Transformation” an EIPM Certification for Purchasing Managers

**P**articipants within this programme focus on improving and transforming their purchasing organisation. The programme brings together participants who share a vision where buyers continuously deliver value and contribute to solving the strategic problems of the business.

To achieve this, participants embark on a learning journey where they discover and reflect on leading-edge practices and explore a diversity of questions such as:

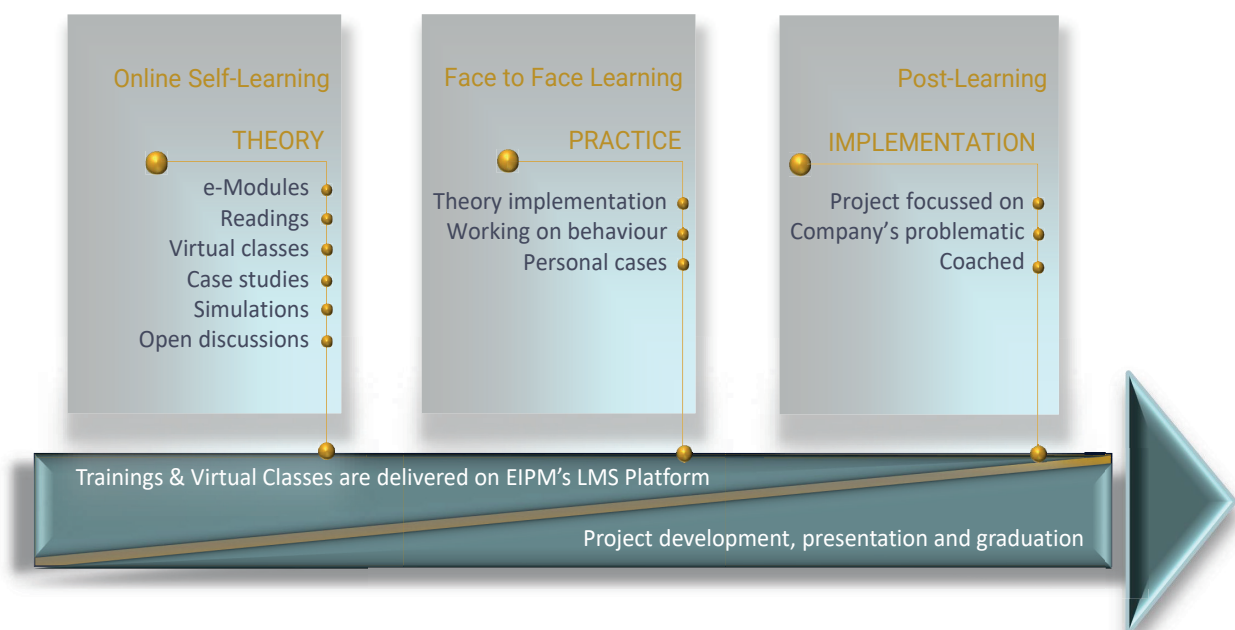
- How can we jointly explore new opportunities while delivering immediate value?
- How can we simultaneously accelerate and anticipate to progress at the right pace?
- How do we measure our performance and communicate effectively about it?
- How do we engage and motivate people while creating a team spirit to succeed together?
- How do we lead people and stakeholders through challenges?
- How to communicate and manage change effectively?

Our Leading Purchasing Transformation programme accompanies participants as they reflect on their role and bring concrete change as they progress.

# Which learning mode?

## FL@X!

Five years ago we foresaw a certain evolution in the demand for training. In 2019, we launched the FL@X pedagogy, a smart combination of on-site and online training in the same cursus. The stated aim was to provide a certain comfort for learners who were no longer obliged to systematically make time-consuming and costly trips. Today and more than ever, the FL@X learning format is adapted to the multiple constraints linked to the pandemic crisis and related restrictions.



## Our Five commitments:

We help senior participants who join our programme to:

1. Lead change and learning activities with their teams.
2. Challenge their assumptions and see the world from different eyes.
3. Develop their curiosity by exposing them to different people and ideas.
4. Connect with and learn from others who can be source of ideas and valuable advice.
5. Challenge their limits while developing their confidence.

*"Learning never exhausts the mind."*  
Leonardo da Vinci

# Fifth Generation Purchasing

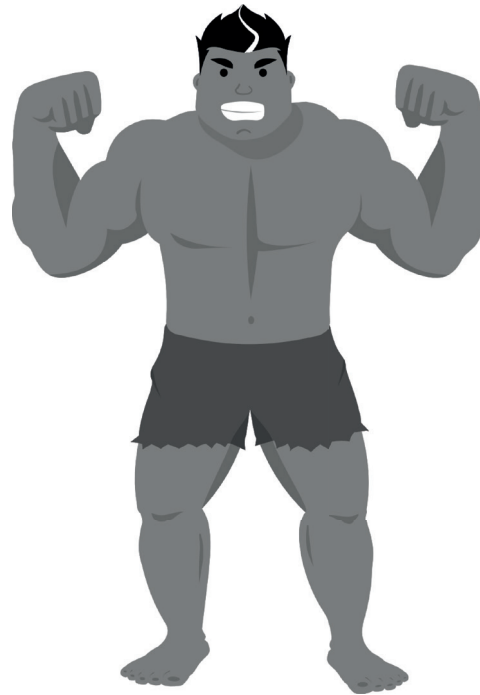
## Why Purchasing managers need to reflect on their role?

Economic activities keep moving from one location to another around the globe. While emerging countries offer cost-effective solutions, risk and sustainability concerns have encouraged some companies to create a more local supply base. Over the years, supply chains have been sliced and diced. They have at once grown in complexity and become fragmented.

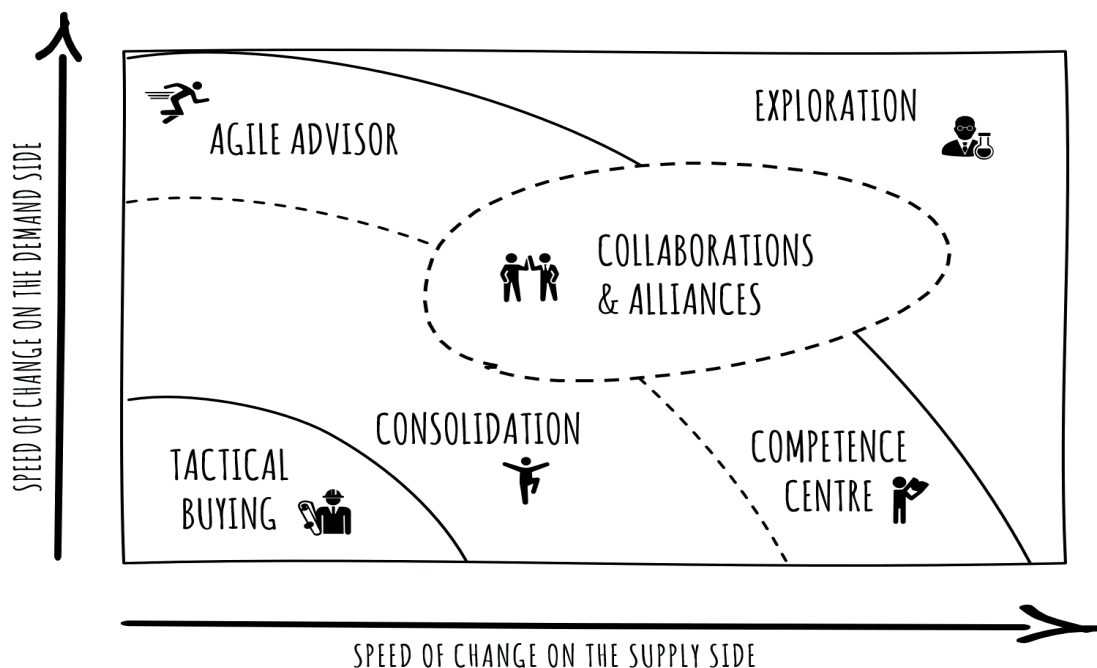
Value chains are transforming into dynamic ecosystems of organisations that simultaneously collaborate and compete. It is no longer uncommon for a company's suppliers to be competitors or clients.

At the same time, new technologies have created opportunities to innovate, giving rise to new business models. Sensors and software have changed the foundations of industries, often requiring collaboration with partners from diverse industries. Start-ups often spot opportunities and build differentiating capabilities faster than incumbent companies. Even though one day start-ups might compete with the incumbents, the next day they might seek collaboration, as it is difficult to scale up activities. This dynamic offers exciting challenges and strategic tensions for purchasing teams.

In this context, purchasing must become an ambidextrous, dynamic function. On an ongoing basis, purchasing teams need to contribute to efficiency gains by optimising the ways of working with existing supply networks AND participate in the exploration of emerging opportunities that bring with them value and risk.



HOW  
DO WE COMBINE  
PACE  
AND  
POWER?



# Fifth Generation Purchasing: EIPM vision for leaders

Interested in the programme?  
Discover in one page how EIPM sees the future of Purchasing

In the current turbulent world, we need to be able to manage some contradictory challenges such as:  
To address this, purchasing teams need to work in sync with both the business and the supplier. They need to harness pace and speed to obtain an advantage for the business and capture opportunities in the market at the right time. This has led us to create the fifth generation purchasing framework. Within this framework purchasing organisations operate along two dimensions: the speed of change on the demand side and the speed of change on the supply side. For a given category or project, buyers will most certainly need to adopt a few of these work modes to be successful.

Our description of these work modes is the result of five years of extensive research. They combine outstanding practices from the winners of the EIPM-Peter Kraljic award with lessons from projects undertaken by professionals from all over the world who have participated in our education programmes. It builds on more than 100 interviews with purchasing leaders and 15 workshops and roundtables in which leading practices were presented and discussed.

HOW DO WE BOTH  
EXPLORE AND EXPLOITE  
OPPORTUNITIES?



HOW DO WE  
SIMULTANEOUSLY  
ACCELERATE  
AND ANTICIPATE?



Participants in our Leading Purchasing Transformation programme will receive a copy of the Book "Fifth Generation Purchasing and some of the sessions will go through some of this working mode.

# Leading Purchasing Transformation:

## Who should join the programme?

This programme was conceived for Purchasing Managers and Purchasing Directors. However, the pioneering and leadership spirit of the programme has attracted a variety of participants.

Purchasing Managers who have the support of their organisation and who have the ambition to lead development in the purchasing field.

Purchasing Managers and Directors who want to reflect on their experience and accelerate the development of their teams.

Executives and CPOs who want to infuse a new dynamic within their organisation. They take advantage of the programme to set a new agenda and progress.

## The learning path



## The schedule

September 2023					October					November					December					January 2024											
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	15	52	1	2	3	4										
28-3	4-10	11-17	18-24	25-1	2-8	9-15	16-22	23-29	30-5	6-12	13-19	20-26	27-3	4-10	11-17	18-24	25-31	1-7	8-14	15-21	22-28										
28.08 - 1.09					25					16					6					27				11				22			
<b>1</b>					<b>2</b>					<b>3</b>					<b>2</b>					<b>3</b>											
					<b>4</b> Project development										<b>4'</b> presentation: 02 or 09.2024 or 03.25																

# Challenging our mindset!

The programme lasts almost 6 months. The project can be completed over a period of 18 months after the last class.

Delivery mode: EIPM prefers to include in its programme for managers and executives a one-week-residential session. Participants who join the programme will benefit from a minimum of five one-to-one sessions with an EIPM Professor.

## Step 1: Residential week

First step of the cursus, the 5-day face-to-face session must be considered as the academic part of the programme. Indeed, the three leading courses (detailed in following pages) will be deeply treated as well:

**Trends & Fifth Generation Purchasing: 1.5 days**

**People, Process & Performance: 1.0 day**

**Transformation, Leadership and Strategy: 2.5 days**

This session takes place in the EIPM campus based in Archamps (FR) which is located at 20 minutes from the Geneva international airport (CH). In case of travel restrictions due to pandemic, the content will be spread over half-days planned before step 2.

Programme of the residential week (Monday to Friday - 9:00 am to 5:00 pm):

Monday	Tuesday	Wednesday	Thursday	Friday
<b>INTRO</b> Intro Welcome Trends <b>FIFTH GENERATION PURCHASING</b> Tactical mode: • Aggregators • digital	<b>FIFTH GENERATION PURCHASING</b> Collaboration mode: • Being attractive Exploration mode: • Design thinking • Organising for innovation	<b>PEOPLE, PROCESS &amp; PERFORMANCE</b> <b>Process management</b> • Assessing your processes <b>People Management</b> • People Process • Culture	<b>TRANSFORMATION, LEADERSHIP &amp; STRATEGY</b> Procurement as a learning organisation: • Social & experiential learning • Transformational learning • Myopia	<b>TRANSFORMATION, LEADERSHIP &amp; STRATEGY</b> Leadership quest: • Intended legacy • Personal brand • Demarcate your battlefield • Create your followers
Lunch				
<b>FIFTH GENERATION PURCHASING</b> Agile advisor mode: • Agile principles • Agile vendor selection Competence centre mode: • Scouting • Innovation workshops	<b>PEOPLE, PROCESS &amp; PERFORMANCE</b> <b>Performance</b> • principles • Strategy maps & balanced scorecards <b>Process management</b> • Assessing your processes	<b>TRANSFORMATION, LEADERSHIP &amp; STRATEGY</b> Intercultural management: • Evolution of Procurement • Procurement ambidexterity • VUCA world • Contribution to strategic resilience	<b>TRANSFORMATION, LEADERSHIP &amp; STRATEGY</b> Strategising procurement: • Vision and mission • 10 school of thoughts applied to procurement • Aligning category and company strategies	<b>TRANSFORMATION, LEADERSHIP &amp; STRATEGY</b> Leadership capabilities: • Leadership profiles • Abilities and facets of leadership • Navigate your career End of the session

# Detailed course content

## CHALLENGING OUR MINDSET!

This formulation expresses very well the intentions of our pedagogical team, which has concocted the three courses detailed below.

### Trends & Fifth Generation Purchasing

#### ◆ Learning goal

Understand EIPM's vision on purchasing and how to use multiple work modes favouring in-sync work with the business and markets.

- Understand how to anticipate and accelerate.
- Understand how to jointly explore and exploit opportunities.
- Develop the organisation's ability to work using different modes.
- Master all the work modes.

#### ◆ Learning chapters & classes

##### Fifth Generation 1, 2 & 3:

- Tactical buying and Consolidation mode
- Agile advisor and Competence centre mode
- Collaboration, Alliances and Exploratory mode

### People, Process & Performance

#### ◆ Learning goal

Strengthen their purchasing organisation by excelling at people management, process improvement and performance management.

- Create a 3-year roadmap to develop the performance of your team.
- Develop a people management plan.
- Assess, review and improve key processes.
- Master performance measurement and reviews.

#### ◆ Learning chapters & classes

##### People & Process

- People management process
- Shaping a culture through ritual and stories
- The foundation of process management
- Developing process maturity

##### Performance

- Measuring performance
- Balanced scorecard
- Conducting effective reviews



# Transformation, Leadership and Strategy

## ◆ Learning goal

A good leader doesn't need to have the authority, he or she is the authority. This course aims at understanding how personal leadership helps transform purchasing and its strategies. It focuses on the personal legacy, the charisma and other leadership traits of purchasing leaders.

- Define your quest and your field of personal leadership.
- Understand the organisational setting necessary to the development of leadership.
- Create the relational frame and dynamics to ensure leadership.
- Capture the personal traits for the development.

## ◆ Learning chapters & classes

### Intercultural Management

- The Darwinian evolution of Procurement
- Procurement ambidexterity
- Purchasing in a VUCA world
- Procurement contribution to strategic resilience

### Making Purchasing a learning organisation

- Social and experiential learning in Procurement
- Transformation learning
- Learning myopia

### Strategising Purchasing

- The vision and mission of Procurement
- 10 schools of thought applied to Procurement
- The alignment of category strategies on function & Company strategy

### Your leadership quest and your operating arena

- Define your intended legacy as a leader
- Define your stance and create your own personal brand
- Demarcate your battlefield
- Create your followers

### Developing leadership capabilities

- Profiles to lead, to manage transformation and disruption (incl. debriefing of the MBTI survey results)
- Abilities and facets of leadership competence
- Navigate your Procurement career

*"Tell me and I forget, teach me and I may remember, involve me and I learn."*

*Benjamin Franklin*

# Leading Purchasing Transformation:

## Step 2 : Discussions

Three discussions and exchanges will be organised, participants will be provided with an article on a general management topic. The articles are carefully selected to reflect current managerial challenges experienced in purchasing. Participants will reflect on the article prior to the session through a series of questions. During the online sessions discussions amongst them will be facilitated to broaden the perspectives.

Some examples of discussion themes:

- Managing conflicting demands
- Using metaphors to guide other.
- Providing effective feedback

These discussions are planned in alternation with three Leadership sprints described here after.

## Step 3 : Leadership sprints

A Leadership sprint is a four-stage process aimed at learning from others and from your own actions in a short time frame. Participants have to complete three sprints over 18 weeks.

These are small projects with a clear goal that can be achieved in 6 weeks. They aim at improving participants personal capabilities & their team capabilities. It engages others to think and act differently.

Examples of Leadership Sprint topics to be addressed within a week

- I want to act as role model for a company value
- I want to better communicate the value we deliver
- I want to create a process to systematically coach buyers on projects
- I want to solve a people or team issue
- I want to strengthen our ability to manage supply risks
- I want to solve a team issue

Four stages in a Leadership Sprint include:

### Stage 1: Clarify the problem

Why is this problem worth Solving?

### Stage 2: Gather suggestions and feedback from others (peers, stakeholders, teams)

What should I / We:

- Keep doing?
- Improve?
- Stop doing
- Start doing?

### Stage 3: Design and test the solution

Clarify what you have learned from the test and finalise your solution

### Stage 4: Sustain and Share

Share your learnings with your team and with other participants in the programme

# Moving to action!

## Step 4 : The project

The last step of the programme consists of a Project which participants develop over three to six months. This needs to be in line with the programme's ambitions and to deliver significant benefits for the business.

The project is selected by the participant. However it needs to be approved by their management and by EIPM.

After acceptance, participants will be coached via online one-to-one sessions by EIPM Professors. Projects are 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. It is the opportunity for participants to come with their managers and families and celebrate the graduation together.

Here are some examples of projects that have been supported by our students in a recent past.

*Implementing Supplier relationship management for IT Purchasing*

*Developing an agile supplier selection process*

*Implementing a new procurement operational model across the region*

*Reducing our carbon footprint*

*Re-organising direct procurement in our company*

*Developing a transformation plan for our procurement team*

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.

# Who will train and coach you?

**Hervé Legenvre** - Professor & Programme Manager in “**Leading Purchasing Transformation**”,  
Director of EIPM Value Creation Observatory



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.



**François Dousset** - Professor - & **Programme Manager on “Delivery Purchasing Excellence” Certification Leadership courses trainer** on “Leading Purchasing Transformation” 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...

# 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, we expect to welcome profiles that match those described on top of the page 6.

### 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

The cursus starts on 28<sup>th</sup> August 2023 with the F2F week and **ends on 22<sup>nd</sup> January 2024** with the last class of the last course. The cursus is considered completed when the project has been presented to the jury. There are 2 project presentation sessions per year. They are usually held in February and October. Dates will be communicated later on. The learning platform is open upon registration and accessible until the project is submitted to the jury.

### Tuition fee

€ 7'800 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](mailto: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



For over 30 years, EIPM has been at your side.  
And it goes on!

Save the dateS!

EIPM **FREE** WEBINARS PROGRAMME  
Menu for the **second half of 2022**

**20<sup>th</sup> October**  
10 am & 4 pm CEST

**"Value Stream Mapping»  
(VSM)**

by  
Manish Shanbhag

**3<sup>rd</sup> November**  
10 am & 4 pm CET

**"The decarbonisation  
of supply chains"**

by  
Hervé Legenvre

**10<sup>th</sup> November**  
10 am & 4 pm CET

**"How Procurement is  
perceived by stakeholders"**

by  
François Dousset

**REGISTRATION** (available soon): <https://eipm.org/our-events/workshop/>

**REPLAYS** on EIPM Youtube channel: <https://www.youtube.com/channel/UCZpoGCaq3zHF6NDMwDFzLhA>



## 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!*

