

Make an impact as a procurement professional

Training overview

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Programmes





Sourcing

Strategic Sourcing



2 Days

Why This Programme?

Step into a more strategic role with this dynamic, insight-driven course. You'll gain the tools, models, and mindset to shift procurement from reactive to proactive, and from operational to value-creating.

- ▶ See procurement as a strategic business driver
- ▶ Align procurement with organisational goals
- ▶ Strengthen supplier selection and segmentation
- ▶ Develop robust, future-proof sourcing strategies
- ▶ Build stronger, long-term supplier relationships

What You'll Learn

- ▶ **See the Bigger Picture:**
Understand global trends and how procurement drives competitive advantage
- ▶ **Master the Sourcing Process:**
Confidently manage the full cycle from needs to supplier selection
- ▶ **Align Procurement with Business Goals:**
With stakeholder management analyse needs, assess the markets, and support company strategy
- ▶ **Optimise Procurement Portfolios:**
Use segmentation and the Dutch Windmill model to enhance value
- ▶ **Develop Winning Strategies:**
Apply tools, insights, and best practices to plan for the future

How You'll Learn

- A practical, interactive experience that includes:**
- ▶ Core concepts for strong strategic foundations
 - ▶ Real-life exercises to stretch and apply thinking
 - ▶ Peer learning and group discussions
 - ▶ Optional real-world project with coaching support

Your Results

By the end of the course, you will:

- ▶ Think and act more strategically within procurement
- ▶ Use segmentation and category tools to enhance supplier selection and performance
- ▶ Align procurement decisions with broader business needs
- ▶ Design sourcing strategies that deliver lasting impact
- ▶ Be equipped to lead change and add value across the organisation



SOURCING

Developing Procurement Expertise (DPE)



3 Modules 2 Days Each Total 6 Days

Why This Programme?

Take your procurement capabilities to the next level. This highly interactive programme combines theory with practical application, helping you build confidence, think strategically, and make a greater impact in your organisation. Structured around the Sourcing Cycle, it prepares you to tackle real challenges and shape a successful procurement career.

- ▶ Understand and apply procurement strategy in real-world scenarios
- ▶ Learn tools and techniques to support each stage of the Sourcing Cycle
- ▶ Boost your strategic thinking and business alignment
- ▶ Strengthen your influence across the organisation
- ▶ Build a solid foundation for long-term procurement success

What You'll Learn

This programme is delivered in 3 engaging modules (each 2 days), based on the Sourcing Model developed by the University of Tennessee:

Module 1: Strategy and Planning

- ▶ See the Bigger Picture: Understand global trends and how procurement drives value
- ▶ Master the Sourcing Process: Navigate all key stages from needs to supplier selection
- ▶ Align with Business Goals: Understand needs through stakeholder management, assess markets, and link sourcing to strategy.
- ▶ Procurement portfolio management: learn to use segmentation and the Dutch Windmill model to build your strategy

Module 2: Execution and Improvement

- ▶ Select the Right Suppliers: Focus on total cost of ownership and long-term value

- ▶ Mitigate Risks: Manage risk and handle contracts with strategic foresight
- ▶ Drive Supplier Performance: Foster partnerships that deliver continuous improvement
- ▶ Source Sustainably: Embrace innovation, transformation, and responsible sourcing

Module 3: Negotiation

- ▶ Preparation is key: Prepare with tools like BATNA and ZOPA to align with business goals.
- ▶ Leverage Your Negotiation Style: Understand your style and flex it to suit different situations.
- ▶ Maximise Value: Define objectives, explore alternatives, and leverage key variables to create win-win deals.
- ▶ Stay in Control: Manage time, movement, and team dynamics to steer negotiations toward success

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SOURCING

How You'll Learn

- ▶ Interactive E-learning modules
- ▶ Engaging classroom-style learning
- ▶ Case-based discussions and challenges
- ▶ Real-life application of tools and frameworks
- ▶ Opportunities to apply knowledge directly to your organisation

Your Results

By the end of this interactive programme, you will:

- ▶ Understand and apply strategic sourcing theory in practice
- ▶ Gain a complete overview of the sourcing cycle and how to manage it
- ▶ Align procurement actions with wider business goals
- ▶ Build better supplier relationships and drive performance
- ▶ Be prepared for sustainable, impactful procurement leadership

From Transactional to Relational Contracts (Sourcing Business Models)



2 Days

Why This Programme?

Unlock greater value from your supplier relationships with this strategic, research-based training. Learn to apply the Sourcing Business Models (SBM) to transform your procurement approach, from transactional to collaborative, value-creating partnerships.

- ▶ Use a proven methodology developed by leading US strategic sourcing experts at the University of Tennessee
- ▶ Structure and develop high-performing supplier relationships
- ▶ Map sourcing models to your categories and build tailored strategies
- ▶ Learn from global best practices already used by top procurement teams
- ▶ Practical, hands-on learning with real application

What You'll Learn

- ▶ The fundamentals of Sourcing Business Models (SBMs)
- ▶ How to apply SBMs to your organisation's categories
- ▶ Characteristics of the new economy and strategic sourcing trends
- ▶ How the sourcing cycle fits within broader procurement development
- ▶ Make-buy decisions and how to position sourcing models effectively

How You'll Learn

An action-based and interactive learning approach:

- ▶ Practical assignments you apply to your own categories
- ▶ Hands-on mapping exercises
- ▶ Action-oriented tasks and group learning

Your Results

By the end of this programme, you will:

- ▶ Understand how procurement can become more strategic and value-driven
- ▶ Integrate modern strategic sourcing theory into real-world practice
- ▶ Position the 7 Sourcing Business Models across the make-buy continuum
- ▶ Evaluate the advantages and disadvantages of each model
- ▶ Identify and apply the best-fit model for your own procurement categories



Masterclass: Forwarding & Distribution



3 Days

Why This Programme?

Master the essential functions of forwarding and distribution and learn how to coordinate them effectively for maximum supply chain value. This masterclass shows you how smarter logistics decisions directly impact financial performance, and how to optimise operations for cost efficiency and improved KPIs..

- ▶ Make smarter logistics decisions that impact your bottom line
- ▶ Coordinate activities to reduce total costs
- ▶ Gain insight into real-world tools and simulations
- ▶ Strengthen your logistics impact on financial and strategic goals

What You'll Learn

- ▶ Key concepts in forwarding and physical distribution
- ▶ Terms of delivery and dominant forwarding processes
- ▶ Transport arrangements and import duty reduction tools
- ▶ Trade policy, international agreements, and preferential origin
- ▶ Export control and supply chain security
- ▶ DuPont analysis for financial impact
- ▶ Hands-on logistics simulations including LogManEx and Distribution Centre modelling

How You'll Learn

This practical, blended learning experience includes:

- ▶ Targeted reading and theory
- ▶ Tools to analyse and apply knowledge
- ▶ Real-world logistics exercises and simulations

Your Results

By the end of this masterclass, you will:

- ▶ Understand the strategic value of logistics in business performance
- ▶ Recognise how logistics decisions influence financial outcomes
- ▶ Understand and apply core forwarding and distribution concepts
- ▶ Identify cost-saving and performance-boosting opportunities
- ▶ Develop or refine a practical forwarding policy





Category management

Category Strategy Development (CSD)



2 Days

Why This Programme?

Step out of firefighting mode and turn your category into a strategic driver. This programme empowers you to take a structured, forward-thinking approach to category management that unlocks value, aligns with business goals, and gains real stakeholder support.

- ▶ Move from reactive to proactive category leadership
- ▶ Build strategies that drive long-term business impact
- ▶ Ensure stakeholder alignment and buy-in
- ▶ Use proven tools to create bold, actionable strategies
- ▶ Deliver measurable results with confidence

What You'll Learn

- ▶ Master the CSD Framework: A step-by-step process to build high-impact strategies
- ▶ Align Strategy with Business Goals: Link procurement to business priorities
- ▶ Collaborate for Maximum Impact: Engage stakeholders and cross-functional teams
- ▶ Turn Data into Insights: Use tools to assess, benchmark, and prioritise
- ▶ Execute with Confidence: Develop and implement strategies that last

How You'll Learn

You'll learn through an engaging, interactive format:

- ▶ Full-process walkthrough from assessment to implementation
- ▶ Interactive E-learning modules
- ▶ Application of practical tools for data analysis and decision-making
- ▶ Collaborative, team-based challenges and real-world case work
- ▶ Structured exercises that result in a tailored, actionable strategy

Your Results

By the end of this programme, you will:

- ▶ Understand how to make a clear, business-aligned category strategy
- ▶ Apply practical tools to support decision-making
- ▶ Lead stakeholder collaboration with confidence
- ▶ Drive strategic sourcing value across the business
- ▶ Walk away with an actionable roadmap for immediate impact





Negotiation

Strategic Negotiation - Module 1



2 Days

Why This Programme?

This hands-on training equips procurement teams with the strategies and confidence to negotiate smarter, strengthen supplier relationships, and deliver greater value.

- ▶ Move from reactive to proactive category leadership
- ▶ Build strategies that drive long-term business impact
- ▶ Ensure stakeholder alignment and buy-in
- ▶ Use proven tools to create bold, actionable strategies
- ▶ Deliver measurable results with confidence

What You'll Learn

- ▶ Align stakeholder goals and set clear objectives
- ▶ Define your walk-away point and alternatives to build leverage
- ▶ Use ZOPA to expand value and find common ground
- ▶ Apply strategic information control to guide discussions
- ▶ Manage movement and trade concessions effectively
- ▶ Decode behaviour: body language, tone, and subtle cues
- ▶ Use questions and listening to drive insight and control
- ▶ Recognise and adapt to your own and supplier styles
- ▶ Frame persuasive messages using the "Persuasion Sandwich"
- ▶ Leverage AI for strategy development and scenario simulation

How You'll Learn

This interactive blended learning format includes:

- ▶ Mad Men e-learning video
- ▶ Digital negotiation content and reading materials
- ▶ Scenario-based role-plays and group sessions
- ▶ Practical assignments with personalised feedback

Your Results

By the end of this programme, you will:

- ▶ Secure better deals while aligning with stakeholder needs
- ▶ Drive measurable cost savings and procurement impact
- ▶ Reduce risk and strengthen supply chain relationships
- ▶ Negotiate with confidence using strategic tools and AI
- ▶ Deliver high-value outcomes and long-term supplier benefits



Strategic Negotiation - Module 2



2 Days

Why This Programme?

Building on the foundational skills from Module 1, this advanced module takes your negotiation capabilities to the next level. Module 1 is a must as it provides the essential tools and understanding that we build upon in this programme.

This module strengthens your team's strategic negotiation toolkit, incorporating insights from negotiation psychology, and leverages AI to boost preparation, insight, and deal success.

- ▶ Use AI-powered tools for scenario planning and decision-making
- ▶ Practise through real-world case studies and engaging simulations
- ▶ Build deeper confidence for high-level, complex negotiations
- ▶ Master timing, tactics, and behavioural strategies to influence outcomes
- ▶ Maximise supplier value and drive cost savings with a strategic edge

What You'll Learn

- ▶ AI-Powered Strategic Preparation - Plan smarter with real-time data and scenario analysis
- ▶ Negotiation Foundations - Deepen mastery of fundamental strategies
- ▶ Power Dynamics - Assess and adjust power balance with AI insights
- ▶ Psychological Tactics - Recognise and counter influence strategies
- ▶ Personality & Engagement - Adapt to styles using the DISC model
- ▶ Timing & Strategy - Control negotiation flow and optimise deal-making
- ▶ Kraljic Matrix - Apply to navigate and improve supplier positioning
- ▶ AI-Driven Closing & Value Maximisation - Use AI tools to enhance closing and long-term value

How You'll Learn

Delivered through an interactive, blended approach:

- ▶ DISC Personality Assessment
- ▶ Digital negotiation content and reading materials
- ▶ Practical assignments, case work, and strategy exercises
- ▶ Strategic role-plays and feedback sessions

Your Results

By the end of this programme, you will:

- ▶ Leverage AI for smarter preparation and real-time negotiation agility
- ▶ Optimise value creation while maintaining supplier partnerships
- ▶ Confidently manage and shift power dynamics in high-stakes settings
- ▶ Apply psychological insights to influence outcomes ethically and effectively
- ▶ Use strategic frameworks to structure and close impactful deals



Strategic Dealmaking



2 Days

Why This Programme?

Negotiating in complex, high-stakes environments requires more than basic tactics. This advanced training helps you take control of your negotiations through a systemic approach, balancing strategic planning, psychological insight, and practical execution.

- ▶ Build strong negotiation strategies in competitive and interdependent relationships
- ▶ Develop skills to manage emotions, conflict, and complexity at the table
- ▶ Increase your power position and ability to influence outcomes
- ▶ Learn to balance value creation and value claiming effectively
- ▶ Gain peace of mind and confidence in any negotiation situation

What You'll Learn

- ▶ Directing the negotiation process from start to finish
- ▶ Strategic planning and tactical execution
- ▶ Strengthening your position at the negotiation table
- ▶ Building trust-based negotiation relationships
- ▶ Influencing and managing emotions during negotiations

How You'll Learn

- ▶ Blend of theory, reflection, and practical simulations
- ▶ Structured conceptual models to guide decision-making
- ▶ Interactive negotiation exercises and real-life simulations
- ▶ Dealing effectively with complex negotiation challenges

Your Results

By the end of this programme, you will:

- ▶ Gain tools to prepare and manage negotiations with confidence
- ▶ Learn to think in negotiation scenarios and adjust strategy accordingly
- ▶ Apply strategies effectively with tactical follow-through
- ▶ Understand how to expand your influence and strengthen your power position
- ▶ Recognise and manage both rational and emotional dynamics
- ▶ Avoid key psychological pitfalls and negotiation errors
- ▶ Walk away fully prepared to close a successful deal



Game Theory



2 Days

Why This Programme?

Game theory has transformed how we understand strategy, competition, and decision-making across fields like economics, politics, and biology. This programme applies its power to procurement negotiations, helping professionals manage uncertainty, control information, and boost bargaining power for superior results.

- ▶ Learn to recognise and influence key dynamics between buyers and sellers
- ▶ Use cognitive framing and behavioural insights to shape decisions
- ▶ Master strategic information management and competitive positioning
- ▶ Translate Nobel Prize-winning concepts into real negotiation advantage
- ▶ Drive value creation through rule-based and auction-driven sourcing strategies

What You'll Learn

- ▶ Core principles of bilateral and competitive game theory
- ▶ Strategic application of game theory in procurement
- ▶ Cooperative vs. competitive game models and their impact
- ▶ Managing and leveraging information asymmetry
- ▶ Behavioural framing and the role of biases in decision-making
- ▶ Auctions: methods, benefits, and when to use them
- ▶ Storyline development to guide stakeholder perception and engagement

How You'll Learn

A blended and practical format including:

- ▶ In-depth reader and background theory
- ▶ Interactive case studies
- ▶ Group discussions and reflection
- ▶ Scenario analysis and negotiation simulations

Your Results

By the end of the programme, you will:

- ▶ Understand how game theory enhances TCO-based negotiation outcomes
- ▶ Recognise how award-winning concepts apply to procurement strategy
- ▶ Gain insights into the key drivers of bargaining power
- ▶ Confidently use auctions and structured rules to improve results
- ▶ Apply a story-based approach to influence and align stakeholders





Supplier Relationship management

Advanced Supplier Relationship Management



2 Days

Why This Programme?

Great supplier partnerships go beyond price and contracts, they thrive on trust, joint value creation, and effective collaboration. This advanced programme helps you lead strategic supplier relationships across complex organisations, ensuring mutual success without compromising commercial discipline.

- ▶ Drive long-term value creation through stronger supplier engagement
- ▶ Learn how to lead across functions and influence key stakeholders
- ▶ Understand strategic supplier types and tailor your approach
- ▶ Apply real-world SRM best practices from leading organisations
- ▶ Turn supplier relationships into competitive advantage

What You'll Learn

- ▶ Principles of Advanced Supplier Relationship Management (SRM)
- ▶ SRM challenges and roadblocks, applied to your own case
- ▶ Best practices from leading companies and real examples
- ▶ Managing relationships in complex environments with multiple stakeholders
- ▶ Strategic supplier types and how to engage them effectively
- ▶ SRM building blocks and how to apply them for impact
- ▶ Creating value through differentiated supplier engagement
- ▶ Applying SRM to your own case for real-world results

How You'll Learn

An applied, blended learning format:

- ▶ Reading materials and strategic SRM theory
- ▶ Engaging e-learning
- ▶ Practical assignments and case-based reflection

Your Results

By the end of this programme, you will:

- ▶ Identify value opportunities through stronger supplier relationships
- ▶ Understand what drives SRM success and how to implement it
- ▶ Balance short- and long-term goals in strategic negotiations
- ▶ Align internal stakeholders and overcome conflicting interests
- ▶ Develop actionable improvement plans for supplier partnerships



Stakeholder Management



2 Days

Why This Programme?

Managing stakeholders effectively is key to driving procurement success and business impact. This training equips you with the skills to build trust, gain buy-in, and position procurement as a strategic partner. You'll learn how to navigate complex internal dynamics with confidence, communicate with influence, and build long-term relationships that deliver results.

- ▶ Build trust and long-term collaboration with stakeholders
- ▶ Influence with confidence using persuasive techniques
- ▶ Secure procurement's role as a strategic business partner
- ▶ Align goals, manage expectations, and handle resistance
- ▶ Apply real-world tools and frameworks to deliver impact

What You'll Learn

- ▶ Selling Procurement as a Strategic Partner
- ▶ Identifying stakeholders and tailoring engagement strategies
- ▶ Gaining trust through credibility and consultative influence
- ▶ Managing resistance, conflict, and difficult behaviours
- ▶ Building strong business cases and stakeholder strategies

How You'll Learn

- ▶ Hands-on exercises working with your own stakeholder cases
- ▶ Competitive role-plays and simulations
- ▶ Live business challenges and feedback
- ▶ Interactive discussions, case studies, and peer learning

Your Results

By the end of the programme, you will:

- ▶ Engage stakeholders confidently and strategically
- ▶ Influence decision-making and gain internal buy-in
- ▶ Turn procurement into a valued business partner
- ▶ Resolve stakeholder challenges and drive collaboration
- ▶ Build impactful stakeholder strategies for long-term success



Collaborative Contracting Course



2 Days

Why This Programme?

Traditional negotiation and contracting approaches aren't enough in today's dynamic business world. To build strategic, long-term value, you need contracts that go beyond transactions, ones that support collaboration, adaptability, and shared success. This programme introduces a new paradigm: collaborative contracting for 21st-century partnerships.

- ▶ Understand how to shift from "Getting to Yes" to "Getting to We"
- ▶ Master a modern approach to building fair, flexible, and relational contracts
- ▶ Learn a proven, practical framework for collaborative contracting
- ▶ Create value through trust, transparency, and mutual benefit
- ▶ Build a compelling pitch for bringing collaborative contracts into your organisation

What You'll Learn

- ▶ Why we write contracts and how that purpose is evolving
- ▶ What collaborative contracts are and when to use them
- ▶ The 5-step collaborative contracting process
- ▶ The role of Guiding Principles in fostering alignment and trust
- ▶ How to negotiate clauses that encourage cooperation and reduce conflict
- ▶ How to structure a relational contract for long-term success

How You'll Learn

- ▶ Structured reader with collaborative contracting frameworks
- ▶ Case-based discussion and self-reflection
- ▶ Hands-on exercises for negotiation and contract redesign

Your Results

By the end of this programme, you will:

- ▶ Understand the why, what, and when of relational contracts
- ▶ Apply a simple 5-step process for building collaborative agreements
- ▶ Redesign traditional clauses for a more balanced, win-win outcome
- ▶ Confidently use techniques for future collaborative negotiations
- ▶ Drive change by pitching the benefits of collaborative contracting internally





Skills and Behaviour

Business Partnering



2 Days

Why This Programme?

Procurement success depends on your ability to build strong, strategic relationships. This programme helps you move from operational delivery to strategic business partnering in order to gain trust, influence decisions, and increase your impact across the organisation.

- ▶ Build trust and long-term relationships with key stakeholders
- ▶ Apply internal account management and stakeholder analysis techniques
- ▶ Influence with confidence using proven tools and strategies
- ▶ Communicate needs and proposals persuasively
- ▶ Increase your value and visibility as a procurement partner

What You'll Learn

- ▶ Selling procurement as a strategic partner
- ▶ Stakeholder analysis and account segmentation
- ▶ Internal account strategies and value propositions
- ▶ Consultative selling techniques and business case building
- ▶ Listening, questioning, and dealing with resistance
- ▶ Managing internal expectations and navigating complexity

How You'll Learn

You'll learn through an engaging, interactive format:

- ▶ Preparatory assignment and reading
- ▶ Two-day classroom training with ChangePro simulation
- ▶ Practical tools and case-based exercises
- ▶ 1-hour virtual follow-up session

Your Results

By the end of the programme, you will be able to:

- ▶ Develop stakeholder strategies that deliver measurable results
- ▶ Build stronger influence and internal credibility
- ▶ Gain stakeholder commitment to procurement goals
- ▶ Engage confidently across all organisational levels
- ▶ Handle and build on resistance, objections and emotions



High-Impact Leadership



5 Days (in 3 blocks)

Why This Programme?

Demonstrating high-impact leadership is what professional organisations expect from their procurement and contract managers. In this training, you will develop your personal leadership and influence to the fullest. The essence of leadership is inspiring action and maintaining momentum, by tapping into intrinsic motivation, building trust, and unleashing energy.

- ▶ Strengthen your leadership through greater self-insight
- ▶ Communicate more effectively and with confidence
- ▶ Inspire, guide, and connect with your team
- ▶ Handle resistance, resolve conflict, and drive action
- ▶ Increase your personal impact, initiative, and courage

What You'll Learn

- ▶ What leadership means for you and your role
- ▶ Personal values, drivers, beliefs, and development goals
- ▶ Creating helpful behaviours and breaking limiting patterns
- ▶ Understanding and adapting to others' behaviour
- ▶ Inspiring and coaching others
- ▶ Strengthening your influence and communication
- ▶ Effective negotiation and conflict resolution
- ▶ Building lasting relationships and cooperation
- ▶ Keeping momentum and growing after the programme

How You'll Learn

- ▶ In-depth reflection and group dialogue
- ▶ Practical assignments and role-plays
- ▶ Tools and models including NLP, TA, RET, systemic work
- ▶ Classroom training over 5 days (in 3 blocks)

Your Results

By the end of this programme, you will:

- ▶ Experience personal growth, greater success and enjoyment from their management role
- ▶ Improve communication with internal and external parties
- ▶ Inspire teams and collaborate more effectively
- ▶ Resolve conflicts and negotiate with greater ease
- ▶ Increase initiative, confidence, and positive influence



Improve Your Procurement Impact



2 Days

Why This Programme?

Procurement teams often see opportunities to increase their impact, yet face challenges gaining support, aligning teams, and inspiring change. This programme focuses on the behavioural side of procurement, helping you and your team influence with confidence, connect with purpose, and achieve more in less time.

- ▶ Strengthen your influence and visibility in the organisation
- ▶ Build trust, ownership, and follow-through in teams
- ▶ Communicate more powerfully and persuasively
- ▶ Gain support for plans and overcome resistance
- ▶ Develop key behavioural competencies to boost procurement's impact

What You'll Learn

- ▶ Procurement ambition: your role and contribution
- ▶ Self-insight and team alignment
- ▶ Stakeholder identification and engagement
- ▶ Communicating with power and clarity
- ▶ Managing resistance and resolving conflict
- ▶ Using different influencing styles
- ▶ Creating shared ownership for success
- ▶ Building helpful mindsets and habits
- ▶ Strengthening focus on growth and improvement

How You'll Learn

- ▶ Preparatory feedback assignment
- ▶ Behavioural feedback and self-reflection
- ▶ Interactive team sessions and exercises
- ▶ Real-life application to your work environment

Your Results

By the end of this programme, you will:

- ▶ Understand themselves and their team more deeply
- ▶ Communicate more effectively with stakeholders
- ▶ Collaborate more successfully and remove resistance
- ▶ Gain support and increase their personal and team impact
- ▶ Take initiative with greater confidence and clarity



Cost management

Finance & Cost Analysis



1 Day

Why This Programme?

As procurement and supply management evolve towards value chain orientation, strong financial understanding becomes essential. This programme builds foundational knowledge in finance and cost analysis, empowering procurement professionals to interpret financial data, assess supplier health, and improve cost performance.

- ▶ Understand the fundamentals of financial reports and statements
- ▶ Analyse supplier financial health and risk
- ▶ Break down pricing structures and cost drivers
- ▶ Use financial insights for supplier selection and negotiation

What You'll Learn

- ▶ Reading and interpreting annual reports (balance sheet, P&L)
- ▶ Financial ratios and supplier risk indicators
- ▶ Analysing your own organisation's and supplier's annual reports
- ▶ Strategic cost management fundamentals
- ▶ Cost structures, elements, and drivers

How You'll Learn

Delivered through a practical blended approach:

- ▶ Thematic reading materials
- ▶ E-learning modules on financial reports and cost strategy
- ▶ Hands-on assignments with supplier data and internal cases

Your Results

By the end of this programme, you will:

- ▶ Analyse key elements of annual reports from a procurement perspective
- ▶ Evaluate supplier financial health and associated risks
- ▶ Understand pricing and how cost elements impact it
- ▶ Identify and prioritise cost factors that affect value
- ▶ Translate financial insights into improvement plans with stakeholders



Strategic Cost Management



2 Days

Why This Programme?

To stay competitive, organisations must understand and manage costs across the full value chain, not just within their own walls. This programme provides the tools and insights to build a sustainable cost advantage through Total Cost of Ownership (TCO) and strategic supply chain thinking.

- ▶ Understand and apply the principles of Total Cost of Ownership (TCO)
- ▶ Identify inefficiencies across the supply chain
- ▶ Use cost breakdowns, benchmarks, and value analysis to spot opportunities
- ▶ Collaborate cross-functionally and cross-company for long-term cost reduction
- ▶ Drive measurable, strategic impact across the value chain

What You'll Learn

- ▶ Introduction to Total Cost Management and integrated supply chain thinking
- ▶ Total Cost of Ownership techniques and modelling
- ▶ Price indexation and value analysis
- ▶ Cost and activity mapping
- ▶ Identifying cost drivers and levers
- ▶ Benchmarking and analysing improvement opportunities
- ▶ Preparing for supplier cost meetings and value dialogue

How You'll Learn

A blended and practical format:

- ▶ Targeted reading materials and e-learning
- ▶ Strategic cost tools and templates
- ▶ Hands-on assignments using real scenarios

Your Results

By the end of this programme, you will:

- ▶ Apply a cross-functional and cross-company mindset to strategic cost management
- ▶ Identify sustainable cost reduction opportunities
- ▶ Map product/service flows and recognise value chain inefficiencies
- ▶ Build and use a TCO model
- ▶ Lead value-based discussions and cost planning with suppliers
- ▶ Drive actions that track and deliver cost improvements





Sustainable Procurement

Sustainable Procurement – ISO 20400



2 Days

Why This Programme?

Learn how to make procurement a driving force for sustainability. This course helps you meet new European standards like CSRD (Corporate Social Responsibility Directive) and CSDDD (Corporate Sustainability Due Diligence Directive), while creating lasting value in your supply chain.

- ▶ Turn sustainability goals into procurement action
- ▶ Prepare for future ESG regulations with confidence
- ▶ Make a real impact with CSR-aligned strategies
- ▶ Lead sustainable change in your organisation
- ▶ Gain a respected NEN-Nevi ISO 20400 certificate

What You'll Learn

- ▶ Key ESG, CSRD, and CSDDD regulations and what they mean for you
- ▶ How to embed sustainability into procurement policy and strategy
- ▶ Using ISO 20400 and ISO 26000 to guide responsible procurement
- ▶ Best practices for building sustainable supply chains
- ▶ How the Nevi Dutch Wheel supports professional procurement

How You'll Learn

A blended learning experience designed for real-world application:

- ▶ Insightful reading materials
- ▶ Practical exercises and case studies
- ▶ Tools and examples for instant use

Your Results

By the end, you will be able to:

- ▶ Understand the global and European sustainable procurement landscape
- ▶ Apply CSR and MVI standards directly to procurement processes
- ▶ Improve supply chain sustainability with proven methods
- ▶ Confidently support your organisation's ESG compliance
- ▶ Earn a personal NEN-Nevi ISO 20400 certificate



Understanding Sustainable Footprints



1 Day

Why This Programme?

Learn how to assess and compare sustainability claims with confidence. This course gives you the tools to evaluate the true environmental impact of products, essential for making informed, responsible choices in procurement and tendering.

- ▶ Understand what makes up a product's footprint
- ▶ Learn to identify real versus misleading sustainability claims
- ▶ Accurately compare environmental performance of different products
- ▶ Gain insight into CO₂ impact, circularity, and certifications
- ▶ Essential for any professional involved in sustainable buying

What You'll Learn

- ▶ Standards for calculating product CO₂ footprints and environmental impact
- ▶ How life cycle assessments (LCAs) are conducted
- ▶ Certification systems like EPD, GHG Protocol, GSES, Cradle to Cradle, and EU Ecolabel
- ▶ National Environmental Database standards for construction materials
- ▶ Circularity measurement tools and emerging certification approaches
- ▶ Applying these tools within sustainable procurement and tendering

How You'll Learn

A blended learning format designed for practical understanding:

- ▶ Comprehensive reading materials
- ▶ Interactive e-learning sessions
- ▶ Hands-on assignments to apply new skills

Your Results

By the end, you'll be able to:

- ▶ Identify and use methods to assess CO₂ footprint, environmental impact, and product circularity
- ▶ Evaluate sustainability claims made by suppliers and producers
- ▶ Understand and use key certifications to make responsible procurement decision



Increase Your Sustainable Impact



3 Days

Why This Programme?

Empower your team to drive real, lasting sustainable change. This programme combines training and practical workshops to help you turn ambitions into action, using the ISO 20400 guideline as a foundation for building stronger, greener procurement processes and supply chains.

- ▶ Build knowledge of sustainable procurement with ISO 20400
- ▶ Turn sustainability ambitions into real procurement strategies
- ▶ Experience sustainable actions through hands-on workshops
- ▶ Strengthen your team's skills and commitment to sustainable practices
- ▶ Learn how to secure and present sustainable results

What You'll Learn

Training (1 Day):

- ▶ Sustainability fundamentals and the ISO 20400 standard
- ▶ How to translate ambitions into procurement targets
- ▶ Setting and monitoring sustainable procurement requirements
- ▶ Influencing sustainability across the supply chain
- ▶ Communicating and embedding sustainable results

Workshops (2 Days):

- ▶ Making Sustainable Procurement ambitions concrete
- ▶ Turning opportunities into actionable goals
- ▶ Translating goals into changes in daily practice
- ▶ Roles, communication, and collaboration for success
- ▶ Evaluating, improving, and sustaining achievements

Next page ▶



SUSTAINABLE PROCUREMENT

How You'll Learn

A blended and highly practical approach:

- ▶ Targeted reading materials
- ▶ Work on your own procurement cases
- ▶ Hands-on, learning-by-doing sessions

Your Results

By the end, you'll be able to:

- ▶ Understand the latest international developments in sustainability
- ▶ Gain insight into ISO 20400 and how to apply it
- ▶ Share ambitions and opportunities as a team
- ▶ Apply tools and guidelines directly to their own work
- ▶ Learn from practical examples and real experiences
- ▶ Develop a shared language and broader vision for sustainable impact
- ▶ Set clear, actionable goals and steps for their daily practice



Legal

International Law and Contracting



2 Days

Why This Programme?

Working internationally brings legal complexity and cross-border challenges. This programme helps procurement professionals confidently navigate contracts in an international context, minimising risk, reducing misunderstandings, and improving contractual outcomes.

- ▶ Understand how international legal systems influence contracts
- ▶ Recognise risks in global supplier relationships
- ▶ Learn how to manage contractual obligations across borders
- ▶ Know when to involve legal experts
- ▶ Build confidence in applying the right contract types for each situation

What You'll Learn

- ▶ Introduction to procurement law, international law and contracts
- ▶ Differences between the main legal systems
- ▶ Contracting essentials: types, phases, and legal documents
- ▶ General terms and conditions and the "Battle of the Forms"
- ▶ Letters of intent and the pre-contractual phase
- ▶ Choosing the right contract
- ▶ Introduction to contract management in an international setting

How You'll Learn

A practical and accessible format:

- ▶ Guided reading on international procurement law
- ▶ E-learning modules on legal systems and contracting practice
- ▶ Practical assignments and scenario-based applications

Your Results

By the end of the programme, you will:

- ▶ Explain the implications of different contract types
- ▶ Choose and apply the right contract for a sourcing process
- ▶ Understand and manage general terms and conditions effectively
- ▶ Navigate the Battle of the Forms with confidence
- ▶ Use contractual articles and structure documents properly
- ▶ Know when to involve legal and how to balance legal and business goals
- ▶ Apply international contracting knowledge throughout the contract lifecycle



Service Level Agreement (SLA)



1 Day

Why This Programme?

Creating a clear and effective Service Level Agreement can be surprisingly complex. Misunderstandings often arise due to legal, organisational, and commercial entanglements. This training gives you the tools to develop SLAs that are concise, practical, and aligned with mutual expectations.

- ▶ Learn how to structure and draft SLAs with clarity
- ▶ Gain practical tips to avoid common pitfalls
- ▶ Understand legal, operational, and service-related components
- ▶ Build SLAs that support stronger supplier performance
- ▶ Leave with a draft SLA based on your own case

What You'll Learn

- ▶ Types of SLAs and when to use them
- ▶ How to create, review, and refine an SLA
- ▶ Structuring clear service definitions and performance levels
- ▶ Legal considerations and compliance in SLA drafting
- ▶ Using SLAs in supplier relationship management

How You'll Learn

An applied and hands-on approach:

- ▶ Thematic articles and practical insights
- ▶ Best practices and real-life examples
- ▶ Exercises and tools to support your own case
- ▶ SLA templates and structured checklists

Your Results

By the end of this programme, you will:

- ▶ Build a working draft SLA tailored to their organisation
- ▶ Understand the common traps and how to avoid them
- ▶ Learn how to prepare effectively for SLA development
- ▶ Gain practical insights from peer and expert examples
- ▶ Be equipped to manage existing SLAs with greater control and clarity





Trends

Procurement Risk Management



2 Days

Why This Programme?

Risk is everywhere in procurement, from supply chain disruptions to supplier performance and compliance challenges. This training gives you a practical method to identify, assess, and control risks across the full procurement process. You'll learn how to embed risk management in your daily work, align with internal stakeholders, and apply tools that increase resilience.

- ▶ Understand how to classify and manage procurement risks
- ▶ Learn to assess suppliers using a risk and opportunity matrix
- ▶ Apply risk control measures in every step of the procurement process
- ▶ Strengthen alignment and compliance with internal procedures
- ▶ Build your own risk management action plan

What You'll Learn

- ▶ Trends and developments driving procurement risk management
- ▶ A structured approach to risk identification and analysis
- ▶ Supplier and alignment risks in complex chains and networks
- ▶ Risk positioning and classification using the risk matrix
- ▶ Embedding risk management into the sourcing process
- ▶ Concrete tools and steps for continuous procurement risk control
- ▶ Creating a personal procurement risk action plan

How You'll Learn

- ▶ Case-based training
- ▶ Practical exercises and templates
- ▶ Group assignments and personal reflection
- ▶ Application to real-life procurement situations

Your Results

By the end of the programme, you will:

- ▶ Confidently analyse and assess procurement risks
- ▶ Use risk frameworks and supplier matrices for better decision-making
- ▶ Apply procurement procedures and templates
- ▶ Create a sustainable, organisation-wide risk approach
- ▶ Leave with a concrete action plan for their own work



AI for Procurement Professionals



1 Day

Why This Programme?

Generative AI is reshaping the way procurement works. This hands-on training introduces you to the key tools, opportunities, and risks of AI, and shows you how to apply them to make your work faster, smarter, and more impactful.

- ▶ Discover how tools like ChatGPT, Bard, and CoPilot can transform your work
- ▶ Learn prompt engineering techniques for better results
- ▶ Understand the risks and possibilities of AI in procurement
- ▶ Gain hands-on experience through real use cases
- ▶ Walk away with tools to apply AI in your own organisation

What You'll Learn

- ▶ Introduction to AI and Machine Learning
- ▶ The (im)possibilities of AI in procurement and supply management
- ▶ Generative AI tools: ChatGPT, Bard, and CoPilot
- ▶ Prompt engineering for practical use
- ▶ Group assignment: design and pitch your own AI use case
- ▶ Framework for evaluating AI ideas in procurement

How You'll Learn

- ▶ Short theory blocks combined with practical exercises
- ▶ Group work to design and pitch AI use cases
- ▶ Plenary discussion and use case assessment
- ▶ Includes reader + eBook "ChatGPT for Buyers and Contract Managers"

Your Results

By the end of the programme, you will:

- ▶ Understand how AI and ChatGPT support procurement processes
- ▶ Know how to use prompt engineering to get better outcomes
- ▶ Identify relevant AI use cases for their own work
- ▶ Assess risks and opportunities of AI implementation
- ▶ Gain hands-on experience with generative AI in a procurement setting



Prompt Engineering – Expert Training



1 Day

Why This Programme?

As a procurement or contract management professional, you often face complex tasks: drafting contracts, analysing data, preparing reports, or defending your strategy. This training helps you use AI tools like ChatGPT, Bard, and Copilot more powerfully, through expert prompt engineering that boosts productivity, creativity, and clarity.

- ▶ Speed up complex procurement and contracting tasks
- ▶ Learn to write advanced prompts for more accurate AI responses
- ▶ Analyse, improve, and optimise your communication and documentation
- ▶ Generate creative ideas and solutions with AI personas
- ▶ Apply AI confidently in real procurement and contract scenarios

What You'll Learn

- ▶ How to create advanced prompts for complex procurement tasks
- ▶ Capabilities and limitations of tools like ChatGPT, Bing Chat, and DALL·E 3
- ▶ Automating procurement tasks using generative AI
- ▶ Creative ideation and use of personas in prompt design
- ▶ Real case examples and applications in procurement and contracting

How You'll Learn

- ▶ Live, hands-on training with your own laptop
- ▶ Use case challenge in teams
- ▶ eBook “25 Advanced Prompts” and ChatGPT Cheat Sheet included

Your Results

By the end of the programme, you will:

- ▶ Master prompt engineering for procurement and contract management
- ▶ Apply AI more effectively to save time and reduce costs
- ▶ Confidently automate and improve challenging tasks
- ▶ Bring back practical tools and templates to your team





Contract management

Contract Management in Just 1 Day



1 Day

Why This Programme?

Many contracts fall short of delivering the value they promise. This one-day course helps you close that gap. Through expert-led training, hands-on tools, and practical exercises, you'll gain the knowledge to take contract management to a professional level within your organisation.

- ▶ Understand the essentials of contract management in just one day
- ▶ Develop a step-by-step action plan for your organisation
- ▶ Learn how to ensure that agreements with suppliers are clear, controlled, and results-driven
- ▶ Identify risks and manage contract performance more effectively
- ▶ Gain practical templates, tools, and examples to use immediately

What You'll Learn

- ▶ The role of contract management in relation to procurement
- ▶ Key responsibilities, roles, and value of contract management
- ▶ Steps to gain visibility and control over contracts
- ▶ Managing risk and ensuring supplier performance
- ▶ Assessing contract maturity and policy developments
- ▶ Evaluating supplier relationships and improving contract results

How You'll Learn

A compact and practical learning approach:

- ▶ Targeted readers and preparation
- ▶ Tools, templates, and real-world case examples
- ▶ Assignments and exercises tailored to your organisation

Your Results

By the end of the programme, you will:

- ▶ Understand core concepts and key principles of contract management
- ▶ Recognise its importance within their own organisation
- ▶ Gain tools and templates to support implementation immediately
- ▶ Learn how to evaluate contracts and ensure delivery of value
- ▶ Be ready to launch or improve contract management practices



E-Learnings

E-learning courses are part of the Programmes and cannot be purchased separately. Choose one of the following courses in combination with our in-company offerings.





Sourcing

The role of procurement professionals

In this e-learning we describe the role and the added value of the procurement function and the procurement professional.

Topics

The added value of procurement

- ▶ Contribution to the continuity of business processes
- ▶ Maximum contribution to (total) cost control
- ▶ Minimize strategic vulnerability
- ▶ Contribution to technical product and process renewal
- ▶ Contribution to increasing innovation and flexibility
- ▶ Representing your company

The competencies of the procurement professional

Developments in procurement

- ▶ Increasing outsourcing and responsibility
- ▶ Business alignment
- ▶ Attention to contract and supplier management
- ▶ Supply chain management
- ▶ Socially responsibility

The procurement process

In this E-learning you will be introduced to the concepts of sourcing. This E-learning will give you an overview of which successive steps a professional sourcing process consists of.

Topics

The sourcing cycle

- ▶ Cornerstone 1: assess current environment
- ▶ Cornerstone 2: analyse & select supply solution assess current environment
- ▶ Cornerstone 3: Plan & execute
- ▶ Cornerstone 4: manage & refresh

Need Assessment

In this e-learning you will be introduced to need assessment. You will get insight in frameworks and starting points that you must consider when sourcing specific products and services.

Topics

Identifying the needs and relevant aspects of the purchase.

Principles and frameworks Is this product or service part of the primary or secondary process?

Spend analysis

Suppliers and contracts

What are the customer needs?

How to develop Specifications

In this e-learning you will be introduced to the process of specifying. After this e-learning you will know the different types of specifications and when to use these. You will also learn to realise maximum added value when specifying.

Topics

Different types of specifications

- ▶ Functional specification
- ▶ Concept specification
- ▶ Detailed specification

Building blocks of a specification

When to use which type of specification

Market Analysis

In this e-learning you will learn what market research is and how to conduct a market research.

Topics

What is market research?

Reasons for market research

Phased approach to market research

Levels of market research

Sources of market research

How to conduct market research by using the purchasing portfolio

Market research and risk identification

Portfolio Analysis

In this E-learning you will be introduced to purchasing portfolios. After this e-learning, you will be able to purchase different products and services according to variants of a purchasing portfolio and the corresponding supplier strategies.

Topics

Kraljic's purchasing portfolio

- ▶ Power and dependence in the purchasing portfolio

Basic strategies according to Van Weele

- ▶ Basic strategy 1: partnership
- ▶ Divide and rule
- ▶ Secure delivery
- ▶ System contracting

Dutch Windmill

- ▶ Core quadrant
- ▶ Development quadrant
- ▶ Exploitable quadrant
- ▶ Nuisance quadrant

Supply Risk Management

In this E-learning, you will be introduced to supply risk management you will go through the steps by steps for purchasing risk management.

Topics

What risk management is in purchasing

Step 1: Determine the scope and purpose of sourcing

Step 2: Determine the depth of the risk assessment

Step 3: Identify risks and determining impact and probability

Step 4: Assign risks and determine management measures

Step 5: Execution, monitoring and evaluation

Step 6: Supplier development and exit management

How to write an RFQ and RFI

In this e-learning you will be introduced to the process of specifying. After this e-learning you will know the different types of specifications and when to use these.

Topics

Overview: RFI - RFQ - RFP

Request for information

Request for proposal

The content of the RFP and RFQ

The format of the RFP

Supplier Selection

In this e-learning you will learn what the steps of the supplier selection process are and what they entail.

Topics

Draw up supplier selection and award criteria

- ▶ 1 - Relevance of criteria
- ▶ 2 - Making criteria measurable
- ▶ 3 - The mutual importance of the criteria

Quotation evaluation

- ▶ 1 - The quotation assessment
- ▶ 2 - The quotation comparison
- ▶ 3 - Decision-making methods
- ▶ 4 - Further handling of the quotation process

Spend analysis

In this e-learning, you will learn to understand and apply a systematic process of spend analysis aimed at collecting, cleaning and classifying data on purchasing turnover.

Topics

Benefits of Spend analysis

Segmenting spend

Spend analysis in 7 steps

- ▶ 1 - Identify addressable spend
- ▶ 2 - Define categories
- ▶ 3 - Classify spend data
- ▶ 4 - Execute an opportunity scan
- ▶ 5 - Check the spend data
- ▶ 6 - Collect the spend data
- ▶ 7 - Select the spend with the greatest impact



Category management

Category Management P11 ▶



Introduction to category management

In this e-learning, you will learn what category management is and how it should be organised within the roles and skills of the category manager. After that, you will learn the five key principles and the five process steps of developing a category strategy.

Topics

Purchasing category management is a continuous process

The Steering group

The category manager

The key principles

Category Strategy development steps

Step 1 CSD: Strategy evaluation

In this e-learning, you will get an introduction to the first step of developing a category strategy. This first step contains: strategy evaluation. You will learn how to make different types of scopes. Furthermore, you will learn how to use the six-building block methodology to determine how effective the current strategy is.

Topics

Scope and current situation

- ▶ Before you start ... Scoping
- ▶ Scope of the article group
- ▶ Scope in the organization
- ▶ Scope in time

The common premise, the current situation

- ▶ "six building
- ▶ block methodology"
- ▶ Assessment of the current strategy

Step 2 CSD: Analyses

In this e-learning, you will gain insight in step 2 of the developing category strategy (CSD) process: analyses.

Topics

Information as a foundation for the article group strategy

Seven groups of data

- ▶ Internal (and external) customer requirements
- ▶ Characteristics of the article group
- ▶ Characteristics of the supplier market
- ▶ Characteristics of the value chain
- ▶ Characteristics of the value chain of our competition
- ▶ Characteristics of suppliers
- ▶ External environment/macro-environment

Step 3 CSD: Goal setting

"In this e-learning, you will learn how to define the objectives for the category strategy. You also learn to set clear and concrete goals that align with the strategic direction of your company.

Topics

What are the category objectives?

Prioritize the objectives.

Identify current performance against each objective

Benchmark in and outside your organization

Conduct GAP- analyses

Establish breakthrough SMART Goals.

Step 4 CSD: Strategy definition

In this e-learning, you will get an introduction to the fourth step of developing a category strategy. This fourth step contains: strategy definition. You will learn about the term strategy definition and how to formulate an appropriate

Topics

What is strategy definition?

Category strategy options:

- ▶ Model: de sourcing Diamant van Kearney
- ▶ Model: generic purchasing levers from Capgemini
- ▶ Model: Six building blocks methodology

Assess the strategic alternatives

Risk Management

Step 5 CSD: Implementation plan

In this e-learning, you will learn how to set up an implementation plan. You do this through learning various formats, questions and factors. You can also determine who the officials are to carry out relevant activities.

Topics

Category strategy: activities, initiatives, and responsibilities

Category strategy: activities, initiatives, and responsibilities

Project Execution

Pitfalls in development and project execution

Situation, target proposal (STP)

In this e-learning, you will learn what the STP tool is and how it can be used to address problems in category management. You will learn how to establish the situation, how to define the target and what must be done to achieve the target.

Topics

Securing the executive sponsor

Setting up the cross-functional team

Scoping the category

Defining the business requirements

Defining the project charter

Stakeholder mapping

Communications planning

Gaining first insight

Project Planning

Securing quick wins



Negotiation

Negotiation P13 ▶



Introduction to Negotiation

In this e-learning you will learn what the definition and general principles of negotiations are, what the difference between integrative and distributive negotiating is and how to influence the result of your negotiations.

Topics

The general principles of negotiating

Distributive negotiations

Integrative negotiations

internal <> external negotiation

Critical aspects of a negotiation

- ▶ Power
- ▶ Information
- ▶ Time

Five stages of a negotiation process

This e-learning is an introduction to the five stages of a negotiation process. After this e-learning you know the process of a negotiation and the characteristics and attention points of each stage. You can use this process for good communication and troubleshooting while negotiating.

Topics

Opening

Recess

Movement

Transaction

Evaluation

Negotiation Preparation

In this e-learning you will learn how to prepare a negotiation, following the 6 steps for an appropriate preparation to a negotiation. A proper preparation is a critical success factor for the outcome of the negotiation.

Topics

Step 1: Gathering information

Step 2: Estimating your own position of power

Step 3: Determining the concrete negotiation goals

Step 4: Choosing a negotiation style

Step 5: Making a communication plan

Step 6: Planning the negotiation

How to open a Negotiation

This e-learning is an introduction to how to open a negotiation. After a brief introduction you will deal more into detail with the first stage 'How to open a negotiation'. You will learn to make a final check of your preparation, how to influence the climate and how to present yourself in a professional manner. Finally you will learn how to open a distributive and an integrative negotiation.

Topics

Check your preparation of the negotiation

Negotiation climate

Basic behaviour

How to influence the negotiation climate

Your professional attitude

how to open a distributive negotiation

How to open an integrative negotiation

How to bargain

In this e-learning you will learn how to open a negotiation and bargain during the negotiation. After a brief introduction of the different stages of a negotiation process, we get more into detail about phases 3 and 4 which involve bargaining.

Topics

Trading concessions

Bargaining and tactics

Dealing with:

- ▶ Information
- ▶ Time
- ▶ Concessions
- ▶ Pressure

Closing a Negotiation

In this e-learning, you will learn how to close the deal. We will show you how to apply the hypothesising technic and how to prepare the closure of the deal. Finally, you will learn how to finalise the deal.

Topics

indicator of closing a negotiation.

Hypothesising

Juggling variables

dealmaking

documents

Negotiation Tips

This e-learning covers practical tips to improve your negotiations.

Topics

How do you negotiate with difficult sellers?

How to deal with one-time purchases?

How to negotiate with monopolists

How to deal with objections?

How to be a good questioner / listener?

How to establish a meaningful communication and to build trust

How to understand non-verbal signals

Win Win Negotiation

In this e-learning, we will deal with the basic principles of win-win negotiation, the relation with two types of negotiations and negotiations styles. After completing this e-learning you know the fundamentals of a win-win negotiation, and you will learn to apply an appropriate negotiation style to reach a win-win situation.

Topics

Negotiation variables

Exchange or adjust variables

Principles of Win Win negotiation

Negotiation types

Harvard method

Tips for a Win Win negotiation



Stakeholder Management

Stakeholder Management P20 ▶



Selling Procurement as a Business Partner

In this e-learning you will be introduced to the terms of business alignment and value creation. After this e-learning, you will know how to achieve business alignment as a business partner and how you contribute to the value creation requested by the business.

Topics

Value creation within the procurement function

Value drivers

Company-wide and business-related value drivers

Value drivers: maximizing or minimalizing

Purchasing performance, supplier performance and value creation

Linking to business objectives

Stakeholder Management

In this e-learning, you will be introduced to stakeholder management. You will learn what stakeholder management is and how to map out stakeholders. At the end of this e-learning you can use the stakeholder engagement plan to create an overview in the stakeholder approach.

Topics

Step-by-Step plan

- ▶ Identify relevant stakeholders
- ▶ Categorise the stakeholder
- ▶ Prioritise the stakeholder
- ▶ Stakeholder approach

Stakeholder engagement plan

Continuous process



Cost management



Introduction to Strategic Cost Management for Buyers

In this e-learning, you get an introduction to strategic cost management for buyers. After completing the e-learning, you will understand the purpose and importance of strategic cost management as a buyer. You will also have knowledge of the concepts of costs and cost management.

Topics

Importance of Strategic cost management

Fixed <> Variable costs

Direct <> Indirect costs

Difference between Price , cost and value

Managing costs elements

Price indexation

Cost Breakdown analysis

In this e-learning, you will gain insight into the possibilities that a cost breakdown analysis can offer you in the procurement process. It shows which components play a role in the cost price structure. This will give you a better understanding of the various components that ultimately determine the cost price of the product or service.

Topics

Price analysis <> Cost analysis

Different types of costs

Definition cost breakdown

How to obtain information

Cost Estimation or Should Cost

In this e-learning you will learn how to calculate and determine the cost price of a product/service. You also require insight in how to apply this in practice.

Topics

Should-cost modelling

The five man cost groups

- ▶ Direct
- ▶ Indirect
- ▶ Production/service overhead
- ▶ General, selling & administrative expenses
- ▶ Profit before tax

Cost models

Total cost of ownership (TCO)

In this e-learning, you will learn about the concept of Total Cost of Ownership, how to achieve adequate cost reductions. After this e-learning you will understand how the application of TCO aligns with the current developments in procurement.

Topics

TCO in the chain

TCO analysis

Benefits of TCO

TCO and Kraljic's portfolio

Value Analysis or Value Engineering

In this e-learning, you will learn the difference between Value Analysis and Value Engineering. You will also learn how to use both methods for cost reduction when procuring new products.

Topics

Value Analysis or Value Engineering?

Cost reduction methods

Using Value Analysis

Using Value engineering

The five phases of a value program.

The Role of Procurement Professionals in Managing Costs

In this e-learning, you will learn what strategic cost management is. You will get insight into the role of cost models in SCM. You will also learn how to obtain cost information and how to use it in interactions with suppliers. Finally, you will learn what you need to successfully execute SCM.

Topics

Strategic Cost management

Cost models

Information sources

Preparation meeting supplier

LSD method

success factors of SCM

Cost Avoidance

In this e-learning, you will learn what cost reduction and cost avoidance is. You also will learn the techniques and methods to identify and measure costs. After this e-learning, you will be aware of the issues you need to think about while discussing with suppliers and you will be able to appoint some cost elements for negotiations.

Topics

Effective Cost reduction strategies

Cost reduction methods

Cost avoidance

Opportunities for cost reduction

The annual report

This e-learning provides an introduction to reading an annual report of a supplier. You will learn how an annual report is structured and what information you can get from a supplier's report

Topics

Financial information

The annual report

Strategic cost management

Cost models

The annual report and procurement

A photograph of a business meeting. Two people are seated at a wooden table. One person, wearing a dark suit, holds a black pen with gold accents, pointing it at a document. The other person, also in a dark suit, holds a pair of glasses. A clipboard with a silver clip is on the table. The background is a blurred office interior with large windows. A dark diagonal band runs across the bottom right of the image.

Contract en supplier management

Contract and supplier management P41 ▶



Introduction to contract Management

In this e-learning you will be introduced to contract management. After this e-learning you will know why it is important to set up and implement contract management and carry it out using the five pillars for contract management.

Topics

The aims of contract management

The goals of contract management

The five pillars of successful contract management

Understanding the context

Basic Principles of a contract

In this E-learning you will be introduced to basic principles of a contract. After this e-learning you will know which types of contract forms are mostly used. You will also learn which considerations there are for choosing the right contract form.

Topics

Principles of contract law

Different contract forms

The structure of a contract

Examples of mostly used contracts

Models for a contract

Breach of a contract and force majeure

In this e-learning, you will learn how, why and when you can terminate a contract or suspend your obligations under it due to a 'non-performance' by the other party. This content is based on the Dutch law.

Topics

Obligations of means or obligations of results

Breach of contract versus force majeure

Debtor default

Force majeure

Non-performance: some special rights

Formation of a contract

In this e-learning you will be introduced to the formation of a contract. After completing this e-learning, you will be familiar with the general terms and conditions, the battle of forms, the formation of (purchase) contracts and the requirements for a good contract. This content is (partially) based on Dutch law.

Topics

Different international standards - conventions

General terms - application

Dutch civil Code

Battle of forms

General conditions and the duty to inform legal acts to create a contract

Contract Terms

In this e-learning you will learn about contract terms and how purchasing contracts are concluded.

Topics

Drafting a contract

Conditions for a good contract

Legal aspects of a purchase contract

Functional and detailed specification of a contract

Check list

Pre-contract templates

In this e-learning, you will be introduced to pre-contract templates. After this e-learning you will know why pre-contracts are being used during negotiations with suppliers and what the most important pre-contracts are.

Topics

The importance and context of pre-contracts.

Suspensive conditions

Resolutive conditions

Letter of Intent

Non-disclosure agreement

Gentlemen's agreement

Negotiation contract

Contract Management in practice

In this e-learning you will learn what contract management is and how contract management works in practice.

Topics

Contract management

Contract management objectives in the business context

Contract administration

Contract administration objectives & steps

Contract management cycle

Link to the operational procurement process & stakeholders

Introduction to Supplier Relationship Management

In this e-learning, you will learn what Supplier Relationship management (SRM) is. You will go through the 3 pillars of SRM and you will learn an overarching philosophy of SRM

Topics

SRM - an organisation-wide philosophy

3 pillars of SRM

- ▶ What do we need from our supplier base
- ▶ Whom supplier selection
- ▶ How which specific interventions are needed

The SRM framework

Supplier Development

In this e-learning, you will get an introduction to supplier development. You will learn to determine through the pyramid of suppliers what kind of intervention is needed to develop the relationship with the supplier. Furthermore, you will learn more about the six degrees of intervention and be given tools to develop the relationship with a supplier.

Topics

Pyramid of Suppliers

Degrees of intervention

Supplier improvement

Supplier development

Key supplier development factors

Supplier Performance Management

In this e-learning, you will learn how to implement effective supplier performance management (SPM) by understanding performance measurement principles, identifying appropriate metrics and Key Performance Indicators (KPI's). You will also learn about designing supplier scorecards aligned with business objectives.

Topics

Effective measurement & control system

Benefits of SPM

Objectives & subjective performance measurement

The 7 principles of measuring performance

Measurement framework

Determine KPI's

Supplier score card

Early Supplier Involvement

In this e-learning, you will learn what Early Supplier Involvement (ESI) is and the spectrum of supplier integration. You will also learn the ESI advances and the three phases which ESI is part of. At the end you will learn early involvement risks and disadvantages.

Topics

Product life cycle

Supplier involvement process

Advantages/disadvantages in ESI

Spectrum of supplier integration

Cross-functional cooperation

Key Performance Indicators (KPI)

In this e-learning, you will learn to formulate a good Key Performance Indicator (KPI) based on the corresponding characteristics. You will learn what the terms KPI and Key Success Factors (KSF) means and the difference between these two. Furthermore, you will learn how to translate a strategy into a KPI or KSF. Finally, you will learn what the associated characteristics are to formulate a good KPI.

Topics

KPI derived from KSF (Key success factors)

Key success factors measure of success

Characteristics of a good KPI's

Good KPI's are achievable and ambitious

SLA or Service Level Agreement

In this e-learning, you will learn what a service level agreement (SLA) is. You will also learn when an SLA is used, what components it contains and how to draft the agreement.

Topics

What is a service level agreement (SLA)

When does SLA's occur

How to draft a SLA

Measurement and reporting

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