

Objectives

The Certification Level 2 for Expert Buyers is targeted to lead buyers responsible for strategic portfolios, buyers working in product development projects and senior buyers.

Managing a purchasing portfolio strategically

Expert buyers shall have an active role in the definition and implementation of the company's business and purchasing strategy. **How the purchasing strategy must be derived from the company's business strategy.** Related to the strategy we will discuss the different purchasing organisational settings and how they can impact the role of the expert buyer during the need/project definition phase and the leveraging efforts of the company.

Expert Buyer's role as responsible for a purchasing category.

We will work actively on the process and tools for Strategic Portfolio Management. Participants will have the opportunity to apply the tools presented to their own portfolio.

We will cover the following best practices:

- **Buying Centre:** Expert Buyers shall have a comprehensive knowledge of the key players in the company. It is an essential tool to understand the stakeholders in order to meet their requirements and influence their decisions. Special attention will be given to buyers facing corporate responsibilities and managing a portfolio across different sites, BU and countries.
- **Segmentation** of a purchasing portfolio: learn how to differentiate different segments within a purchasing portfolio
- Market trends analysis: learn to identify the **market information required to support a purchasing decision**, where to find the information and how to structure it. We will work specifically on **Business Intelligence** approaches for Expert Buyers.
- **Define a purchasing strategy per segment** using a structured approach
- Special focus will be given on **Low Cost Country sourcing**. We will concentrate how to segment a portfolio in order to set-up a purchasing strategy towards global sourcing.
- **Risk Management** process and tool will be presented. Risk Management is key to provide high visibility to the Expert Buyer though shifting the focus from price to company risk.

Participants will be acquainted to **SRM–Supplier Relationship Management**. Expert Buyers must have the capacity to segment the supplier base and identify their strategic suppliers in order to adopt specific processes to manage the relationship with the key suppliers. They also must lead cross-functional teams towards a specific relationship management process. They shall act as **Key Supplier Managers** in order to improve the value creation process both to their company and the strategic supplier.

Purchasing contribution in projects and financial levers

We will concentrate on the **early purchasing involvement** during product/service definition phases through:

- Working on the **role of Expert Buyers** during the product/service definition phase
- Discussing how to **sell the purchasing added value** in product/service definition phases and consequently to increase the purchasing involvement
- Why and how **to manage supplier integration** in projects and the role of the buyer in this process.

The following tools will be presented with practical examples and workshops:

- **Functional definition of requirements** techniques in order to identify the “real needs” of the company rather than a specific solution
- **Cost breakdown analysis** as a tool for bringing to the buying centre the economic impact of technical decisions. Cost breakdown is a major tool for negotiation and supplier development.
- **Value analysis** in order to find cost reduction opportunities in existing product and services
- **TCO–Total Cost of Ownership** tool, which shall bring a total cost focus rather than price.

We will analyse purchasings' impact and contribution to the financial performance of the company. How to contribute to improvements on EBIT, Cash flow, Working capital including aspects of Supply chain optimisation.

Implementation skills for Expert Buyers

We will cover the soft skills an Expert Buyer needs to implement his/her strategy. Expert Buyers act in cross-functional and cross-cultural environments which require specific interpersonal skills. Some of the topics covered will be:

- to understand **cross-cultural issues related to effective communication skills**
- to improve **listening and influencing skills**
- to get basic **cross-functional team management and leadership skills**
- to enhance **negotiation** effectiveness internally and externally

Many workshops and exercises will be developed to provide participants with individual feedback on their strengths and improvement opportunities.

It is important to note that the training method is a very dynamic mix of short concept presentation, integrating examples and case studies to illustrate the main tools. Frequent workshops and discussions will be organised in order to exchange experience between participants and the EIPM experts. The workshops are a key approach to practice the tools presented, using participants own examples and portfolios.

E-learning sessions are part of the training preparation. Participants will be asked to attend the E-learning modules available in the EIPM extranet prior to each module. This is an important tool to be better prepared to the face-to-face training sessions.