

CERTIFICATION – LEVEL 3 PURCHASING MANAGER

Objectives

The Certification Level 3 for Purchasing Manager is targeted to purchasing executives with solid purchasing background who are leading a team of buyers or to senior buyers accessing to executive position. Participants must be looking for insights to set-up a purchasing organisation, define and implement a purchasing strategy.

Pre-requisite: as the certification focuses on management and leadership aspects, participants are supposed to know all aspects of the purchasing techniques.

Management for Purchasing

Participant will be asked to work on their own expectation and objectives to the training. They will present their company, their purchasing organisation and their main challenges as purchasing managers. This will provide the basis for in depth and participant focused discussions. The interaction between participants and the EIPM experts is the main driver of the training.

The training is organised around the following fundamentals:

Do we have the right Purchasing Strategy?

We will start by clarifying what is a company business strategy. We will discuss the differences between cost leadership, customer service and innovation strategies. This is the basis to set-up a Purchasing strategy which is aligned with the company strategy. We will discuss what purchasing strategy is adapted to each these options. Participants will work on their own company and purchasing strategy.

Do we have the right process?

We will cover two different but related process:

- new product and service development (Upstream process). This is the process where purchasing can influence decisions by bringing the economic impact of technical decisions, facilitating innovation, reducing risk and lead time....
- Leveraging process (Downstream process). This is the process to handle purchasing categories in order to leverage the company volumes. We will go briefly through the process and tools for managing categories/portfolios strategically.

Do we have the right Purchasing Organisation?

Once the Purchasing Strategy is clear, the Purchasing Manager must set-up the right and adapted organisation.

- Which organisation is required to facilitate early purchasing involvement in product and service definition (Upstream organisation)?
- Which organisation is adapted to leveraging and coordinating the company needs (Downstream organisation)? Shall the company have a centralised or decentralised purchasing organisation in order to get the best out of the market? We will discuss the different factors and tool to support the decision process.

Do we have the right people?

We will discuss which are the adapted skills and competencies of different type of buyers: Lead buyers for the downstream approach, Project buyers to early purchasing involvement, Local buyers to handle the day-to-day issues, etc. We will work on a tool to define the right skills to each type of buyer.

Do we have the right suppliers and management system?

We will discuss SRM-Supplier Relationship Management approaches in order to segment the supplier base and adopt a specific type of relationship to each category. Best practices to handle strategic supplier will be extensively discussed.

Do we have the right strategy implementation process and the performance measuring system?

The Balance score card approach will be presented as a tool for identifying the pertinent performance indicators when implementing a purchasing strategy.

Leadership for Purchasing

Participants will be acquainted to the soft skills required for leading a purchasing function. The key to every successful strategy is the successful implementation. For that, knowing what to do is not enough. Doing it is what counts. Implementation is about change management, communication, network, influence, people. The objective of that week is to give the tools to purchasing managers for developing those skills.

Leadership

In that module participants will get a sense of what distinguishes leadership from management. They will discover their leadership style , and work out a plan of actions to further develop the leadership capabilities. This module will particularly focus on emotional intelligence, as the common characteristics of all the great leaders, independently from their style. On the other side, participants will explore work on personal priorities and ways to manage those priorities rather the urgency. Conflict management situations and what solution to what situation, will be another important topic of that part.

Communication

Communication is not simply about written and expression capabilities. It is about active listening as well. How the active listening can be transformed in a powerful tool of communication and how it can help managers in their daily job is one of the objectives of that module. Furthermore, participants will focus on influencing skills. Managers are not operating in an isolated world. To make things happen, they need to influence different stakeholders from employees to their bosses and pairs. Understanding the needs for different stakeholders, building personal networks are two essential issues to be tackled in that part of the course.

Leading change

Coping with change is a permanent challenge for managers and an imperative for organisations. In every single implementation, issues of change management should be considered. And change management doesn't simply happen. Managers need to understand the nature of the change needed and how they should go about it. This module will cover from the nature and drivers of the change to learning new tools in leading and managing change.

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 several examples to illustrate the main concepts. Frequent workshops and discussions will be organised in order to exchange experience between participants and the EIPM experts.