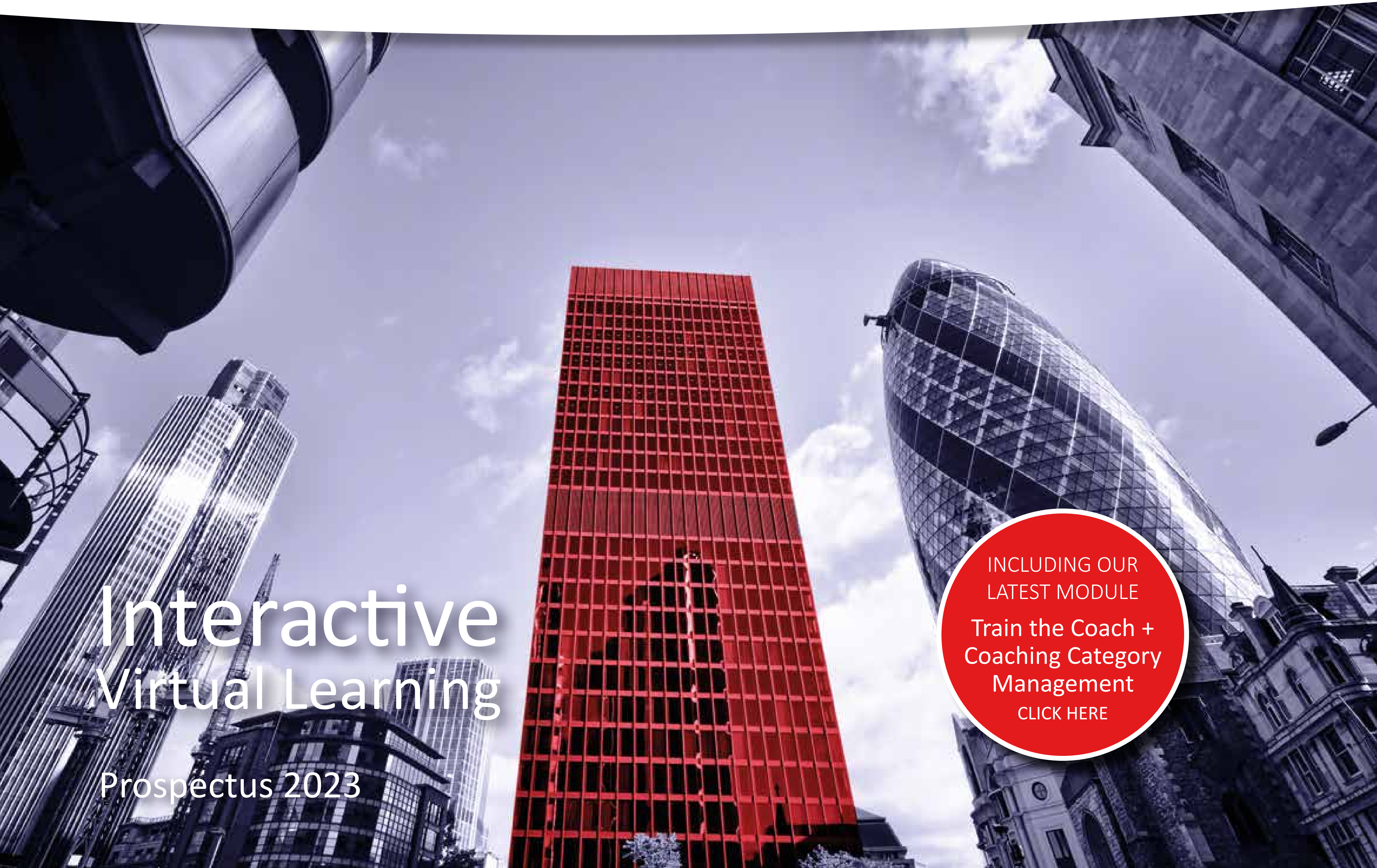
future purchasing



Interactive Virtual Learning

Prospectus 2023

INCLUDING OUR LATEST MODULE

Train the Coach + Coaching Category Management

CLICK HERE

Interactive Virtual Learning

Prospectus 2023

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Including what is provided and the tools you will need

Why choose Future Purchasing and Interactive Virtual Learning?

At the end of 2019, one of our long-standing clients asked us to bring together a suite of instructor led, interactive virtual learning modules that they could use to develop learning and development pathways for their 800 strong global procurement team. The desire was to reduce the amount of travel required to attend face-to-face training and also provide the training in bite-sized chunks that did not require 2-3 days out of the office. The output of this piece of work has proved to be well-timed for all our clients as interactive virtual delivery defines the 2023 training environment.

Mark Webb
Managing Director
Future Purchasing

Whether your challenges include a need to rapidly strengthen existing category and supplier strategies, identify an enhanced pipeline of 2023/34 benefits, rethink inadequate supply chain solutions, identify supply chain risks or simply to upskill your team, the Future Purchasing approach to interactive virtual learning can be applied.

Future Purchasing comes to interactive virtual learning from a position of strength. We have a 17-year global track record of designing and implementing procurement change through the business-wide implementation of category management and supplier management. We have helped teams to move capability and mindsets to become leaders in strategic procurement. As a result, our clients achieve a minimum ROI of 500% from their investment in capability uplift.

Our teaching harnesses best practice in online learning and our consultants bring their deep expertise in training, categories and industry sectors to each module that they deliver. Our commitment to online security is demonstrated through Cyber Essentials certification to protect against cyber-attacks.

We also own the world's most extensive and most targeted benchmark data on the key success factors that deliver exceptional category management outcomes. We know what 'good' looks like and we use this as a foundation for all of our consulting, training and coaching programmes.

Our clients benefit from the fact that we continually refresh our approach based on these insights. The research is validated and tested through the practical experience of 90+ category management implementations in the private and public sectors.

We work closely with our clients to understand their specific targets and challenges, along with the capabilities that need to be built or strengthened. Informed by these conversations, we develop a bespoke development pathway using the modules outlined here to construct the programme. Some of our clients ask us to develop new modules while others request coaching programs to run in parallel and accelerate the learning. We build a solution that meets your needs.

Our interactive virtual learning training and programme materials allows you to flexibly combine capability uplift with the performance outcomes, deliverables and ROI typically associated with consultant led programmes. However, you are firmly in control and costs are sensible.

We look forward to discussing your organisation's particular procurement learning and development challenges. All modules can be customised to reflect your objectives. It is important to us that we deliver to your needs- what we bring is experience, knowledge, and development know-how.

Finding the solution that works for you

Transform

“We are now seen as the leading function in our business for skills investment and development thanks to FP’s integrated programme”

Find out more
Request a callback
Click here

FP Advantage

Interactive Virtual Learning

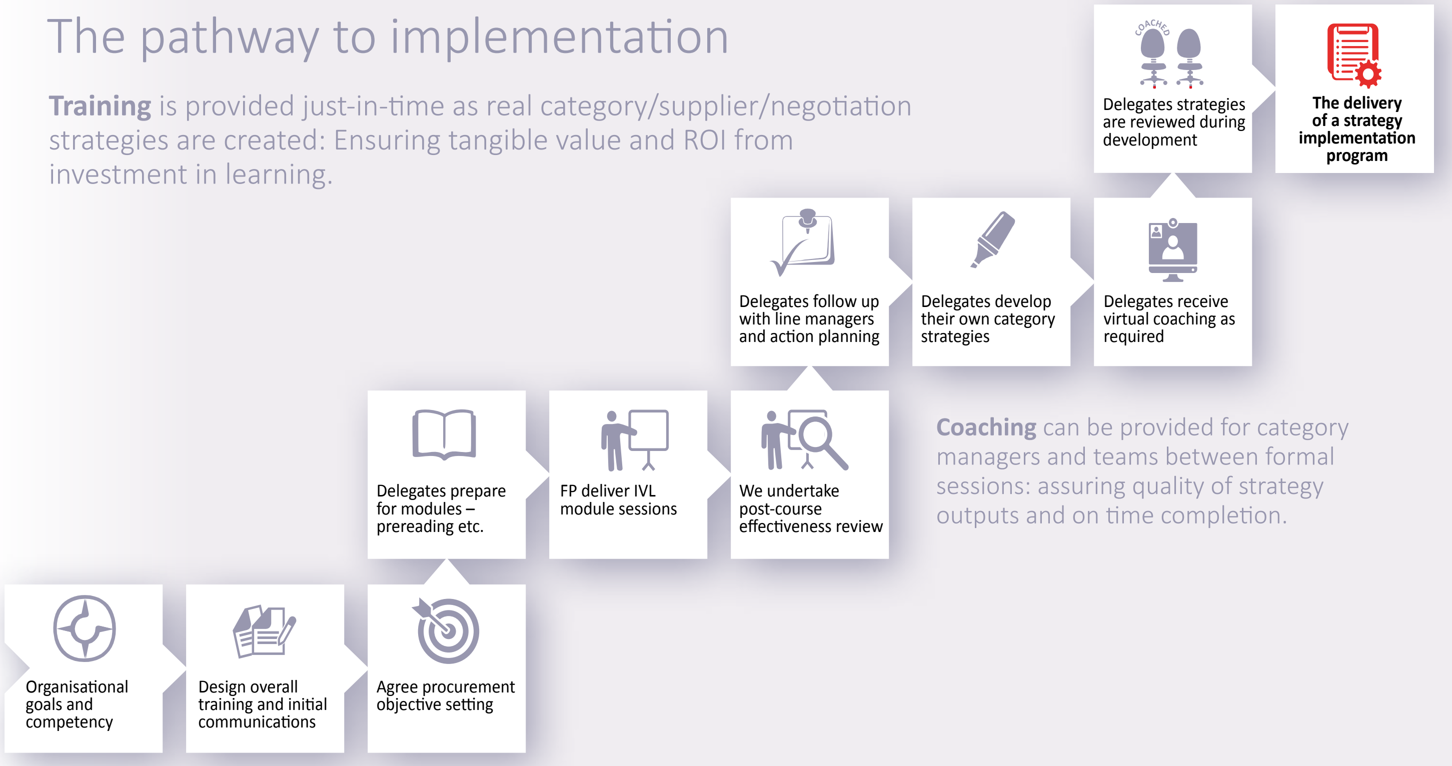
Our interactive virtual training is provided just-in-time as real category/supplier/negotiation strategies are created, ensuring tangible value and ROI from investment in learning. The learning is applied immediately allowing new skills to be practiced with stakeholders and strategy content to be continuously improved as the training progresses.

We work with small cohorts of 6-8 to create peer learning groups: allowing experiences to be shared, individuals to learn from each other and best practises to be embedded. Coaching can be provided for category managers and teams between formal sessions assuring quality of strategy outputs and on time completion.

The FP team are procurement experts with 15 years+ experience: they excel in shifting mind-sets, developing capability, engaging stakeholders and role modelling best practice. We have delivered classroom training virtually for more than 12 years and have evolved our approach as technology has advanced.

The pathway to implementation

Training is provided just-in-time as real category/supplier/negotiation strategies are created: Ensuring tangible value and ROI from investment in learning.



Coaching can be provided for category managers and teams between formal sessions: assuring quality of strategy outputs and on time completion.

We have distilled our practical client experience and research knowledge into world-leading category and supplier management toolkits: along with “out-of-the-box” programme tools that can be used as building blocks to rapidly assemble a custom change programme.

Programme tools address:

- **Programme planning:** From detailed programme plans... to design team workshop agendas and slide decks.
- **Communications**: From stakeholder communications and recruitment packs... to category kick-off workshop agendas and slide decks.
- **Tracking and reporting:** From simple status reports with updated two-liners... to detailed tracking against templates and milestones.
- **Assessment and measurement**: From overall category management programme measurement... to structured category strategy assessment process and criteria.

Find out more
Request a callback
Click here

Overview of courses

Below you will find details of many of the procurement training modules we deliver as part of our integrated approach to learning and development. These show you both our specialisms and the depth of our offer, but ultimately it is through a conversation with you that we will co-create a solution that precisely meets your organisation's needs.

fp Listen

"Future Purchasing were ambitious for us, and strove to accommodate cultural and business unit differences to secure ongoing and sustainable results"

Category Management

We help you achieve better business performance through the intelligent application of category management. We use the practical experience gained from more than 90 category management consulting assignments around the globe and the world's largest and most targeted benchmark data to inform our training work. Our consultants help client teams to drive innovation and balance strategic and tactical impact from board level to category managers. We can help you to unlock more value.

Modules	Page	Sessions	Delivered over	Duration
Masterclass	8	8 x 90 mins	1- 12 wks	12 hrs
Practitioner	10	8 x 90 mins	1- 12 wks	12 hrs
Awareness	12	2 x 90 Mins	1 day	3 hrs

Supplier Management

Structured and process-driven supplier management, that is aligned with business strategy and goals, makes organisations a more attractive customer to their suppliers and leads to value improvements and innovation. However, suppliers can also introduce supply disruption risks, reputational risks and commercial risks into your organisation, and these need to be identified and managed. Our consultants, with first-hand supplier management experience, train technical best practices and transfer behavioural know-how, such as winning trust, active listening, and influencing to transform your supplier management capability.

Modules	Page	Sessions	Delivered over	Duration
Practitioner	14	8 x 90 mins	1- 12 wks	12 hrs
Awareness	16	2 x 90 Mins	1 day	3 hrs

fp are trusted

"FP is a trusted partner to our lead team with deep knowledge of procurement techniques, always open to tailor our training needs to the different objectives and different stakeholders groups"

Procurement Negotiation

Skilled negotiation is one of the most fundamental value delivery mechanisms for procurement. Allied with wider procurement expertise and business acumen, it is a critical driver of successful business performance. A professional and standardised approach to negotiation across the procurement function through our structured training will ensure your negotiation targets are realised.

Modules	Page	Sessions	Delivered over	Duration
Masterclass	18	8 x 90 mins	1- 12 wks	12 hrs
Practitioner	20	8 x 90 mins	1- 12 wks	12 hrs

Strategic Procurement Alignment

Ensuring that procurement team activity is focused on the priorities of the business is often done inconsistently across category groups. This results in limited stakeholder support for procurement projects and reduced value delivery. We train category leaders in a strategic approach to understanding stakeholder objectives and business plans so that they can co-create an annual pipeline of category and supplier projects for their category group. These projects are fully supported and resourced by the business and deliver the outcomes your organisation expects from procurement.

Modules	Page	Sessions	Delivered over	Duration
Practitioner	22	8 x 90 mins	1- 12 wks	12 hrs
Awareness	24	2 x 90 Mins	1 day	3 hrs

Procurement Advantage Courses

We offer a range of additional modules to complement our specialisms of Category Management, Supplier Management and Procurement Negotiation. These include Total Cost of Ownership, Value Levers, Stakeholder Engagement and Supply Chain Risk Assessment. We also work closely with our clients to develop company-specific bespoke modules including the role of procurement for other areas of the business and key stakeholders such as board members, trustees and non-executives.

Procurement Advantage Courses	Page	Sessions	Delivered over	Duration
Supply Chain Risk Analysis	27	4 x 90 mins	2 days	6 hrs
Stakeholder Engagement	28	4 x 90 mins	2 days	6 hrs
Value Lever Workshop	29	2 x 90 mins	1 day	3 hrs
NEW Train the Coach + Coaching Category Management	30	8 x 90 mins	4 half days	12 hrs
Total Cost of Ownership	32	4 x 90 mins	2 days	6 hrs

Category Management

Masterclass

Practitioner p10

Awareness p12

Our Category Management Masterclass module provides leadership development for team leaders. They will learn how to develop, motivate and empowering their team members, as well as underpinning their own personal knowledge and practical application of best practice.

In this module, delegates will understand:

- How we can make category management more relevant to the organisation and create the right environment for category management to succeed
- How to communicate, influence and motivate stakeholders to buy-in to, and collaborate with strategic long-term category management
- How to deepen insight driven decision making with a fresh look at category strategy analysis and development
- Which specific coaching techniques can increase quality and value delivery from category management
- How to appraise category strategies against a world-class benchmark
- What successful category strategy implementation looks like

On completion of the module, delegates will have practiced a number of key techniques to help:

- Strengthen questioning, listening and feedback skills by solving real problems with peers
- Listen and re-frame problems to help others think critically, find solutions and commit to change
- Deploy power of honest feedback and advice to help others see reality and take ownership for improvement
- Understand stakeholders' motivations towards category management
- Analyse business strategies and link to compelling category management
- Maximise the quality and value delivery in any category strategy
- Create followership in your team

This 4-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Category Management – Masterclass

8 x 90 min sessions | Over 1 to 12 weeks | 12 hrs total

Find out more
Request a callback
Click here

Part 1 Category Management Overview

Session 1: Creating the Environment for Success

- Welcome, introductions, objectives & agenda – *capture on whiteboard*
- Systems check & way of working for training
- Introductions & orientation
- Understanding ourselves
- **What is category management leadership?**
- → **Breakout:** Personal Journeys

Break

Session 2: Leading in Category Management

- What does category management mean?
- **Leading excellence through coaching and mentoring**
- Questioning techniques
- → **Breakout:** Elevator Pitch
- Personal reflection and complete learning log
- **Session 1 & 2 Quiz**

Part 2 Initiate Project

Session 3: Aligning Stakeholders and Category Management

- Standing in the shoes of our stakeholders
- **Aligning category management to business strategy**
- Listening techniques
- → **Breakout:** Leadership scenario 'Framing business problems and creating compelling case for change by listening'

Break

Session 4: Selling Category Management Internally

- **Category strategy 'story telling'**
- Helping the team use key tools e.g. stakeholder map, category group priorities planning, business requirements analysis
- → **Breakout:** Category strategy 'story telling'
- Personal reflection and complete learning log
- **Session 3 & 4 Quiz**

Part 3 Research & Analyse

Session 5: Category Strategy Excellence

- Ask participants for a learning from Session 4
- **Introducing excellence in category strategies**
- Using the key tools – coaching approaches
- In depth analysis of key tools
- → **Breakout:** Key tool exercise – analysis of use
- Seeking insight
- Thinking of the long term
- → **Breakout:** Appraising current strategies – how well do they do

Break

Session 6: Engaging Stakeholders in Category Management

- **Value lever mapping**
- The creative process
- Feedback styles
- → **Breakout:** Adopting creative value levers
- Personal reflection and complete learning log
- **Session 5 & 6 Quiz**

Part 4 Develop Strategy

Session 7: Sustaining Team Attitudes for Excellence

- How do we get others to be their best
- **Exploring enabling behaviours**
- Gaining commitment to change from others
- Holding high stakes conversations
- → **Breakout:** Leadership scenario 'Coaching excellent category strategies through powerful feedback'

Break

Session 8: Making Change Happen

- **Making category management leadership our daily business** – getting the right balance for ourselves and our teams
- Personal commitment and planning
- → **Breakout:** Leadership scenario 'Personal Commitment to strengthening the category management team'
- Personal reflection and complete learning log
- **Session 7 & 8 Quiz**

Transform

"Well done, this is the way we need to work in the future, and the joined up thinking has really benefited us"

Category Management

Masterclass p8

Practitioner

Awareness p12

Our Category Management Practitioner module is aimed at buyers, new category managers being introduced formally to the approach, supplier managers and contract managers working with category management as a delivery process.

In this module, delegates will understand:

- How category management adds significant value to an organisation
- What the overall category management process looks like
- The key role stakeholders play in category management
- What a good category strategy looks like
- Which are the key tools to deliver a high-quality category strategy

On completion of the module, delegates will have practiced a number of key techniques to help:

- Initiate a category project and plan the stages of activity to completion
- Establish effective project governance
- Design and deliver supplier and supply market research
- Establish business requirements within a category area
- Engage with stakeholders with a view to co-creating strategies
- Understand the data needed to influence a category strategy
- Deploy a range of value levers to optimise the delivery of benefits

This 4-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

“ Listen
Well done, you really listened ”

Category Management – Practitioner

8 x 90 min sessions | Over 1 to 12 weeks | 12 hrs total

Find out more
Request a callback
Click here

Part 1 **Category Management Overview**

Session 1: Category Management Overview

- Introductions, objectives, virtual ways of working and agenda – *capture on whiteboard*
- Systems check and way of working for training
- Organisation overview/context setting
- **Outline category management methodology**
- Starting with the end in mind
- What makes a good category strategy?
- Present FP experience and survey findings in category management
- *Feedback on issues highlighted – capture on whiteboard*
- Strategy diamond – discuss order of activity
- Difference between good and poor strategies
- → **Breakout:** Modulation

Break

Session 2: Category Charter & Governance

- Category charter – *participants to share their draft charters*
- **Governance** – discuss importance of governance and decision points in process
- **Project planning** – macro plan
- **Kick-off meeting** – need to involve stakeholders in strategy development process
- **Quick wins** – why quick wins are important for motivation and stakeholder interest
- → **Breakout:** Category charter
- Personal reflection and complete learning log
- **Session 1 & 2 Quiz**

Part 2 **Initiate Project**

Session 3: Stakeholder Engagement & Influencing

- Ask participants for a learning from sessions 1 & 2
- **Stakeholder engagement** – discussion on why we need to do it and key outcomes desired
- Understand stakeholder issues & concerns
- Bolton & Bolton (social styles)
- **Communication & influencing**
- *Whiteboard exercise on what stakeholders want from category managers*
- Introduce stakeholder map
- → **Breakout:** Stakeholder map/Bolton & Bolton

Break

Session 4: Spend & Business Requirements

- **Category data gathering** – *outline key areas on whiteboard and what should we capture e.g. spend profiling/supplier pricing/Total Cost Manager (TCM)*
- **Spend profile** – each person to share outline of own category hierarchy
- **Business requirements** – introduction, workbook template and definitions
- → **Breakout:** Business requirements (IMPACT)
- *Feedback and capture on whiteboard*
- Explain uses of business requirements
- Personal reflection and complete learning log
- **Session 3 & 4 Quiz**

Part 3 **Research & Analyse**

Session 5: Price & Cost Analysis

- Ask participants for a learning from sessions 3 & 4
- **Supplier pricing models** – discuss different ways a supplier can price its products or services.
- **Supply & value chain analysis** – share example of a supply chain for discussion
- → **Breakout:** Supply chain analysis
- **Cost analysis** – what is the difference between price and cost
- **Total cost management (TCM)** – outline a TCM model
- → **Breakout:** Apply cost analysis models to real categories

Break

Session 6: Supply Market Analysis

- **Introduce supply market analysis** – *whiteboard exercise on sources of supply market data*
- **Presenting data** – examples and issues
- **PESTLE** – introduction *and whiteboard exercise using examples from the group on real categories*
- **Porter's Five Forces** – introduce model and each participant to create one
- → **Breakout:** Porter's Five Forces
- **SWOT** – summarise use of SWOT analysis
- Personal reflection and complete learning log
- **Session 5 & 6 Quiz**

Part 4 **Develop Strategy**

Session 7: Strategic Analysis

- Ask participants for a learning from session 5 & 6
- Explain where we are in the strategy diamond
- **Portfolio analysis** – introduce strategic analysis session with discussion on why we need to do it and what are key outcomes
- *Ask participants to identify their categories and position them on a pre-prepared portfolio grid on whiteboard*
- Discuss implications of outcomes
- **Supplier perception analysis** – explain axes and model *and ask participants to position their key suppliers in category on a pre-prepared perception grid on whiteboard*
- → **Breakout:** Apply portfolio and supplier perception analysis to real categories

Break

Session 8: Develop Strategy

- **Options generation** – key meeting with stakeholders to develop strategic options
- **Creativity** – how to be creative
- → **Breakout:** Creative process
- **Value levers** – introduce value lever analysis and discuss what, how & why do it, the power of creativity and model example before and after
- Introduce template for value lever analysis
- → **Breakout:** Value lever analysis on real categories working through the template
- **Risk assessment** – importance of assessing risks of strategy options selected
- **Category strategy** – hints and tips on how to complete strategy ready for approval
- Personal reflection and complete learning log
- **Session 7 & 8 Quiz**

Category Management

Masterclass p8

Practitioner p10

Awareness

Our Category Management Awareness module is aimed at procurement team members not involved in category management and business stakeholders.

In this module, delegates will understand:

- How much value category management can bring to an organisation
- How stakeholders get involved in the cross-functional aspects of category management
- How the key category management tools impact the category strategy e.g. business requirements, supply market analysis & value levers
- How category management will impact their functions and teams going forward

On completion of the module, delegates will have an appreciation of how to:

- Create a category strategy
- Involve stakeholders in the category management activity
- Use a variety of category management tools in the process
- Apply value levers to create strategic options for the category

This 1-part module is delivered on one day.

Category Management – Awareness

2 x 90 min sessions | Over 1 day | 3 hrs total

Find out more
Request a callback
Click here

Category Management Overview & Key Activities

Session 1:
Category Management Overview & Initiation

Introductions, objectives, virtual ways of working & agenda – *capture on whiteboard*

Systems check and way of working for training

Context setting, organisation vision & goals for category management

What is category management and why is it important?

Starting with the end in mind – what makes a good category strategy?

Present FP key findings from its category management survey

Feedback on issues highlighted – capture on whiteboard

Category management strategy journey

Step 1: **Initiate Category Review**

Category charter & governance approach
Discuss role of sponsor and stakeholders in strategy development
Stakeholder engagement & influencing

→ **Breakout:** Discuss stakeholder issues & concerns

Break

Session 2:

Step 2: **Research & Analyse**

Business requirements – introduction, IMPACT Model, how they are gathered and used
Feedback and capture on whiteboard
Supply market analysis – outline of Porter's Five Forces model

Step 3: **Develop Strategy**

Portfolio analysis – introduce model with brief discussion on key outcomes
Options generation – key meeting with stakeholders to develop strategic options
Value levers – introduce value lever analysis and discuss what, how and why do it plus some examples

→ **Breakout:** Value lever cards exercise

What's in it for you

How you can help?

Session 1 & 2 Quiz

Transform

> "I'm more resilient to the challenges, positive, confident and motivated."

Supplier Management

Practitioner

Awareness p16

Our Supplier Management Practitioner module is aimed at buyers, category managers, supplier managers, contract managers and the managers of these groups. Experience of category management at a practitioner level is helpful.

In this module, delegates will understand:

- The role of supplier management in procurement
- Why segmentation of suppliers is a critical part of supplier management
- What defines a strategic supplier and how to manage them
- How to improve the performance of your key suppliers
- The role of measurement in supplier management
- How to create a relationship strategy

On completion of the module, delegates will have practiced a number of key techniques to help:

- Make supplier segmentation effective
- Understand what makes a supplier 'strategic' and what to do next
- Understand the risks inherent in key supplier relationships and how to address them
- Optimise supplier meetings to deliver the outcomes you require
- Create a supplier performance scorecard that can be used to drive supplier performance
- Use value levers in the context of a supplier relationship approach

This 4-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Supplier Management – Practitioner

8 x 90 min sessions | Over 1 to 12 weeks | 12 hrs total

Find out more
Request a callback
Click here

Part 1 – Supplier Management Overview

Session 1: Supplier Management Overview

- Introductions, objectives, virtual ways of working and agenda - *capture on whiteboard*
- Systems check and way of working for training
- Organisation overview/context setting
- **Outline supplier management methodology**
- Present FP experience and external views on supplier management
- Feedback on issues highlighted - *capture on whiteboard*
- → **Breakout:** How does your assigned supplier rate you as an organisation?

Break

Session 2: Annual Planning & Governance

- **Supplier segmentation** - annual planning overview and risk rating
- **Basic supplier information** – spend, contracts, category profile, projects etc
- **Stakeholder mapping** and engagement
- **Supplier governanc**e - roles and responsibilities
- RASCI matrix
- → **Breakout:** Stakeholder map, relationship map and input-output analysis
- Personal reflection and complete learning log
- Session 1 & 2 Quiz

Part 2 – Manage Contract & Risk

Session 3: Contract Management

- Ask participants for a learning from sessions 1 & 2
- **Contract administration** and database management
- **Contract management** and issue management
- **Managing change** - *whiteboard exercise on what factors need to be considered when managing change in supplier management*
- → **Breakout:** Consequences of poor contract management

Break

Session 4: Risk Management

- **Supplier risk categories** and risk rating
- **Discuss approaches to managing risk** - feedback on issues highlighted *and capture on whiteboard*
- **Risk governance** – who needs to be involved
- **Risk identification, assessment, planning and control**
- **Risk assurance** – ways to deal with risk
- Supplier exit strategy
- → **Breakout:** Supplier risk rating for your supplier
- *Feedback and capture on whiteboard*
- Discuss outcomes of the supplier risk rating and alternative solutions/next steps
- Personal reflection and complete learning log
- Session 3 & 4 Quiz

Part 3 – Manage Performance

Session 5: Performance Management

- Ask participants for a learning from sessions 3 & 4
- **Business requirements** - *whiteboard exercise to discuss relevant business requirements for a performance scorecard*
- **KPI selection** – define KPIs that need to be measured as part of the scorecard
- → **Breakout:** Develop supplier KPIs from business requirements

Break

Session 6: Supplier Meetings

- **Performance Scorecard** – evaluate scorecard criteria and finalise outline example with weightings
- → **Breakout:** Create draft scorecard
- **Supplier meetings** - *whiteboard exercise to discuss current supplier meetings and how effective they are*
- Provide an overview of the typical structure, content and frequency of supplier meetings
- Making supplier review meetings work more effectively
- → **Breakout:** How can we improve our current supplier review meetings
- Personal reflection and complete learning log
- Session 5 & 6 Quiz

Part 4 – Develop Relationship

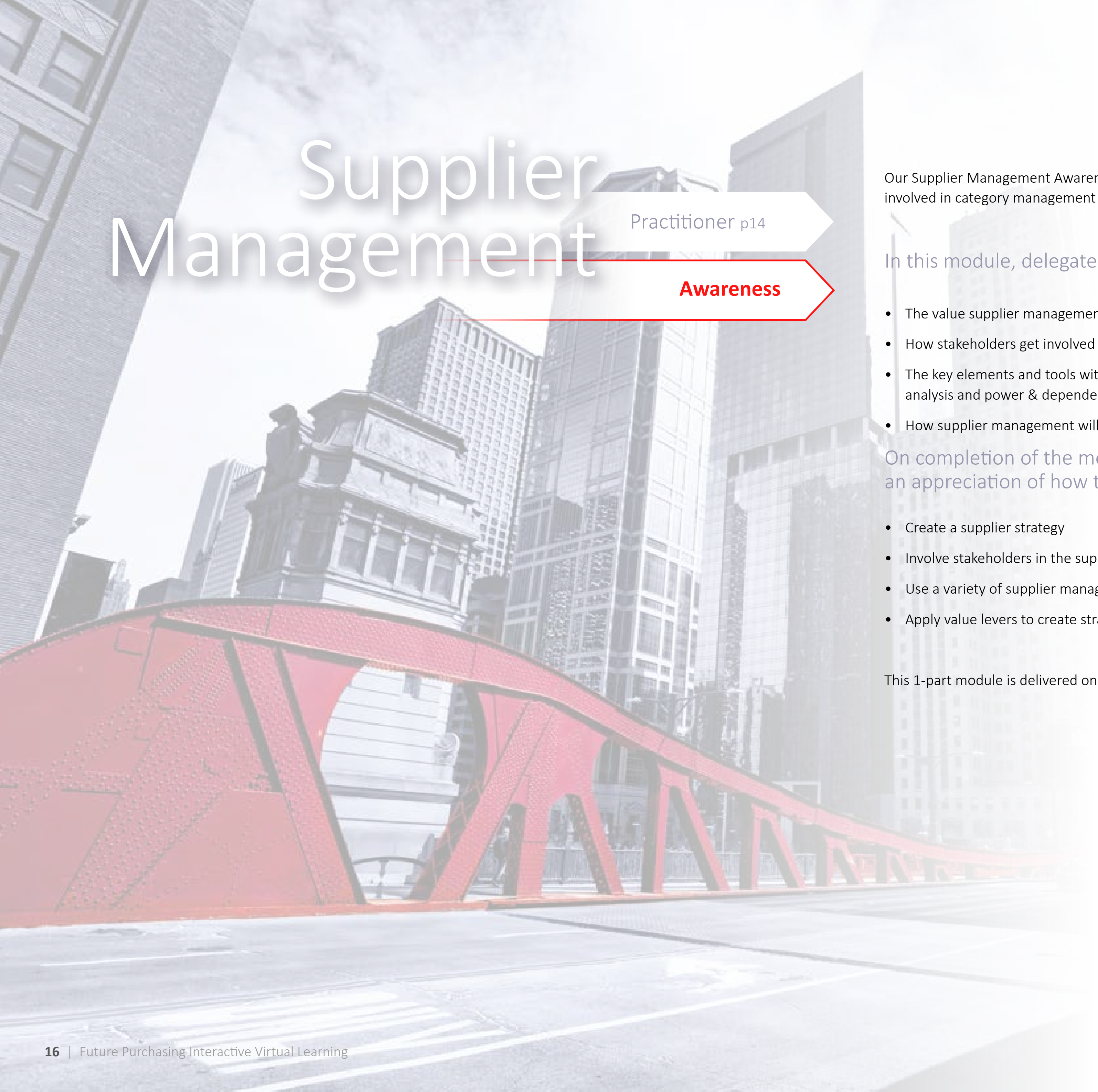
Session 7: Relationship Management

- Ask participants for a learning from session 5 & 6
- **Supplier key account management** – how do our suppliers sell to us?
- **Internal and supplier relationship perception**
- **Power & dependency analysis**
- → **Breakout:** Carry out power & dependency analysis for selected supplier
- **Building trust**
- **Supplier innovation**

Break

Session 8: Develop Relationship Strategy

- **Portfolio analysis** - introduce portfolio analysis for the key categories supplied by the selected suppliers. Discuss implications.
- **Supplier perception analysis** - explain axes and model *and ask participants to position their selected suppliers on a pre-prepared perception grid on whiteboard*
- → **Breakout:** Portfolio & supplier perception
- Consider the positioning of both models and assess the implications for strategy.
- **Value levers** - introduce value lever analysis and discuss what, how and why do it. Show the power of creativity and a model example of before and after
- Introduce template for value lever analysis
- → **Breakout:** Value lever analysis on selected supplier working through the template
- **Supplier strategy** - hints & tips on how to complete strategy ready for approval
- Personal reflection and complete learning log
- Session 7 & 8 Quiz



Supplier Management

Practitioner p14

Awareness

Our Supplier Management Awareness module is aimed at procurement team members not involved in category management and business stakeholders.

In this module, delegates will understand:

- The value supplier management can bring to an organisation
- How stakeholders get involved in the cross-functional aspects of supplier management
- The key elements and tools within supplier management e.g. supplier perception analysis and power & dependency analysis
- How supplier management will impact their functions and teams going forward

On completion of the module, delegates will have an appreciation of how to:

- Create a supplier strategy
- Involve stakeholders in the supplier management activity
- Use a variety of supplier management tools in the process
- Apply value levers to create strategic options for the supplier strategy

This 1-part module is delivered on one day.

Supplier Management – Awareness

2 x 90 mins sessions | Over 1 day | 3 hrs total

Find out more
Request a callback
Click here

Supplier Management Introduction & Overview

Session 1:
Supplier Management Overview & Initiation

Introductions, objectives, virtual ways of working & agenda - *capture on whiteboard*

Systems check and way of working for training

Context setting, organisation vision & goals for supplier management

What is supplier management and why is it important?

Starting with the end in mind - what makes a good supplier strategy?

Present FP experience and external views on supplier management

Feedback on issues highlighted - capture on whiteboard

Components of supplier management

Step 1: **Initiate Supplier Review**

Supplier segmentation and governance approach

→ **Breakout:** Segmentation principles

Break

Session 2: Elements of Supplier Management

Step 2: **Manage Contract**

Contract management and issue management

Step 3: **Manage Risk**

Supplier risk categories and risk rating
Discuss approaches to managing risk

Step 4: **Manage Performance**

Supplier performance scorecard - using business requirements to create a performance scorecard
KPI selection - define KPIs that need to be measured as part of the scorecard
Supplier meetings - overview of typical structure, content and frequency

Step 5: **Manage Relationship**

Supplier perception analysis
Power and dependency analysis

→ **Breakout:** Power & dependency analysis

Value levers - introduce value lever analysis and discuss what, how and why do it with suppliers

Supplier strategy outline

What's in it for you?

How you can help?

fp Listen

"You have supported my decisions and challenged me when appropriate in a way that was informative, supportive and non-confrontational"

Procurement Negotiation

Masterclass

Practitioner p20

Our Procurement Negotiation Masterclass module is aimed at category managers, supplier managers, contract managers and the managers of these groups. Experience of negotiation at a practitioner level is recommended.

In this module, delegates will understand:

- How the Kraljic matrix influences negotiations
- How to approach challenging negotiations
- What is a strategic negotiation
- How to create a negotiation strategy
- What is the role of stakeholders
- Different approaches to adopt within negotiations

On completion of the module, delegates will have practiced several key techniques to help:

- Analyse the approach to specific negotiations
- Understand their own styles and to reflect on those styles
- Integrate value lever delivery into negotiations
- Develop the use of hypotheses in negotiations
- Decide on the tactics to use in a negotiation
- Optimise the use of supplier conditioning

This 4-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Procurement Negotiation – Masterclass

8 x 90 min sessions | Over 1 to 12 weeks | 12 hrs total

Find out more
Request a callback
Click here

Part 1
Negotiation in the Procurement Space

Session 1:
Negotiating in the Quadrants

- Welcome, introductions, objectives & agenda – *capture on whiteboard*
- Systems check and way of working for training
- Introductions and orientation
- **Negotiation for Advantage process** – reprise
- **Understanding the negotiables**
- **Negotiation in the quadrants** – capturing implications
- Amending the negotiation plan
- → **Breakout:** Analyse a negotiation for quadrant impact
- → **Breakout:** Negotiation analysis

Break

Session 2:
Specific Negotiation Challenges

- **Linking quadrant analysis to specific challenges**
  - **Monopoly/limited power negotiation**
  - Not for profit negotiation
  - Small vs. large
  - Restricted negotiations
- → **Breakout:** The critical supplier
- → **Breakout:** Negotiation analysis
- Personal reflection and complete learning log
- **Session 1 & 2 Quiz**

Part 2
Negotiation Strategy

Session 3:
Strategic Negotiation

- **Defining strategic negotiation in a supply chain**
- **Developing an approach to a strategic negotiation**
- Understanding the impact of a strategic negotiation on negotiables and approach
- → **Breakout:** Defining the outcomes – strategic negotiation
- Case study analysis
- → **Breakout:** Negotiation analysis

Break

Session 4:
The Negotiation Strategy

- **Developing combinations and variations in negotiation strategy development**
- Achieving balance in negotiation strategies
- **Tactics** – using hypothesis
- The grid test – using design of experiments in negotiation planning
- **Using value levers to create advantage and alignment**
- The negotiation star
- → **Breakout:** The hypothesis test
- → **Breakout:** Negotiation analysis
- Personal reflection and complete learning log
- **Session 3 & 4 Quiz**

Part 3
Stakeholders in Negotiations

Session 5:
Stakeholders and their Roles

- **Mapping stakeholders in a negotiation**
- Understanding stakeholder roles
- **Negotiating with stakeholders**
- Defining roles for stakeholders
- **How to be the lead negotiator** – and what does this mean
- → **Breakout:** Stakeholder role definition
- → **Breakout:** Negotiation analysis

Break

Session 6:
Engaging Stakeholders in Negotiation

- **Understanding the negotiables**
- **Creating balance in the negotiables** – the internal negotiation
- Using value levers as a way of developing engagement
- **Influencing C-level negotiations in the supply chain**
- → **Breakout:** Adopting creative value levers
- → **Breakout:** Negotiation analysis
- Personal reflection and complete learning log
- **Session 5 & 6 Quiz**

Part 4
Styles and Approaches

Session 7:
Individual Styles and Tactics

- Reflecting – what do we prefer?
- Understanding how that fits into the broader negotiation
- Do negotiating tactics have a place?
- **Supplier conditioning** – how far can we go?
- → **Breakout:** Supplier conditioning approaches
- → **Breakout:** Negotiation analysis

Break

Session 8:
Putting it All Together

- **Adopting negotiation approaches**
- Providing feedback on negotiation approaches
- Recognising success
- **Coaching your team**
- Identifying resources
- → **Breakout:** Coaching styles
- → **Breakout:** Reflecting on the negotiation analysis
- Personal reflection and complete learning log
- **Session 7 & 8 Quiz**

Procurement Negotiation

Masterclass p18

Practitioner

Our Procurement Negotiation Practitioner module is aimed both at new category managers, established category managers and procurement professionals.

In this module, delegates will understand:

- How preparation and planning optimise negotiation outcomes
- The critical role of the lead negotiator
- The impact that personality has in negotiations
- How the suppliers needs and wants influence a negotiation
- How to maximise the outcomes from a negotiation

On completion of the module, delegates will have practiced a number of key techniques to help:

- Establish the links between business requirements and the areas being negotiated
- Analyse how our own personality can affect a negotiation
- Use project management techniques to optimise internal alignment
- Understand the different approaches which can be used in any negotiation
- Identify opportunities within their own negotiations

This 4-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Procurement Negotiation – Practitioner

8 x 90 min sessions | Over 1 to 12 weeks | 12 hrs total

Find out more
Request a callback
Click here

Part 1 Context of a Negotiation

Session 1: Introduction to Negotiation

- Introductions, objectives, virtual ways of working, systems check and agenda – *capture on whiteboard*
- → **Breakout:** Red Blue game
- Red Blue feedback – *capture on whiteboard*
- **Why do we negotiate** – what makes procurement negotiation different/difficult? – *capture on whiteboard*
- **The process for advanced negotiation** – introduce overall process and steps

Break

Session 2: Negotiation Charter

- Insights from category strategy
- Power and dependency, portfolio and supplier perception analyses and link as part of charter
- **Competitive and collaborative negotiation**
- *Feedback on issues highlighted – capture on whiteboard*
- Category management process map – *handout*
- **Negotiation charter** – establishing objectives, team members and timings
- → **Breakout:** Negotiation charter
- Personal reflection and complete learning log
- **Session 1 & 2 Quiz**

Part 2 Negotiation

Session 3: The Negotiables

- Ask participants for a learning from sessions 1 & 2
- Establishing our interests and establishing their interests
- **Interests** – what could they be? – *capture on whiteboard*
- Interests role-play – the coach, the surgeon and the salesman
- **Negotiables** – introduce and review template
- → **Breakout:** Negotiables template

Break

Session 4: Style of Negotiation

- **Why is personality important** – buyer bias and link to claim vs. create
- **My team and supplier's team** – how can we think about our style and theirs?
- Revisit insights and how to be conscious about styles and their role in influencing and persuasion
- Onstage and off stage overview
- → **Breakout:** Personality profiling – strengths and weaknesses of colour dominance in create and claim negotiations use core/pitfalls/ challenges/ blind spots allergy model in debrief
- Personal reflection and complete learning log
- **Session 3 & 4 Quiz**

Part 3 Negotiation Strategy

Session 5: The Negotiation Strategy

- Ask participants for a learning from sessions 3 & 4
- Share negotiables insights – *capture on whiteboard*
- **Developing negotiation options**
- **Negotiation strategy** – introduce and review template
- Combining negotiables
- → **Breakout:** Negotiation strategy – developing potential approaches within a negotiation
- Exploring persuasion

Break

Session 6: Planning, Tactics and Follow up

- Explain where we are in the process using process map
- Video – supplier conditioning
- **Introducing roles, phases, tactics** – reading the other team
- Introduce and work through the negotiation planning template – *capture outcomes*
- → **Breakout:** Using the negotiation planning template with focus on supplier conditioning
- Personal reflection and complete learning log
- **Session 5 & 6 Quiz**

Part 4 Using it all in Practice

Session 7: Individual Styles and Tactics

- Ask participants for a learning from session 5 & 6
- **Prepare for negotiation role play**
- Create a negotiation charter
- Establish a set of negotiables
- Create a negotiation strategy and plan
- **Team role play negotiation with supplier – meeting 1**
- Capture outcomes and plan for meeting 2

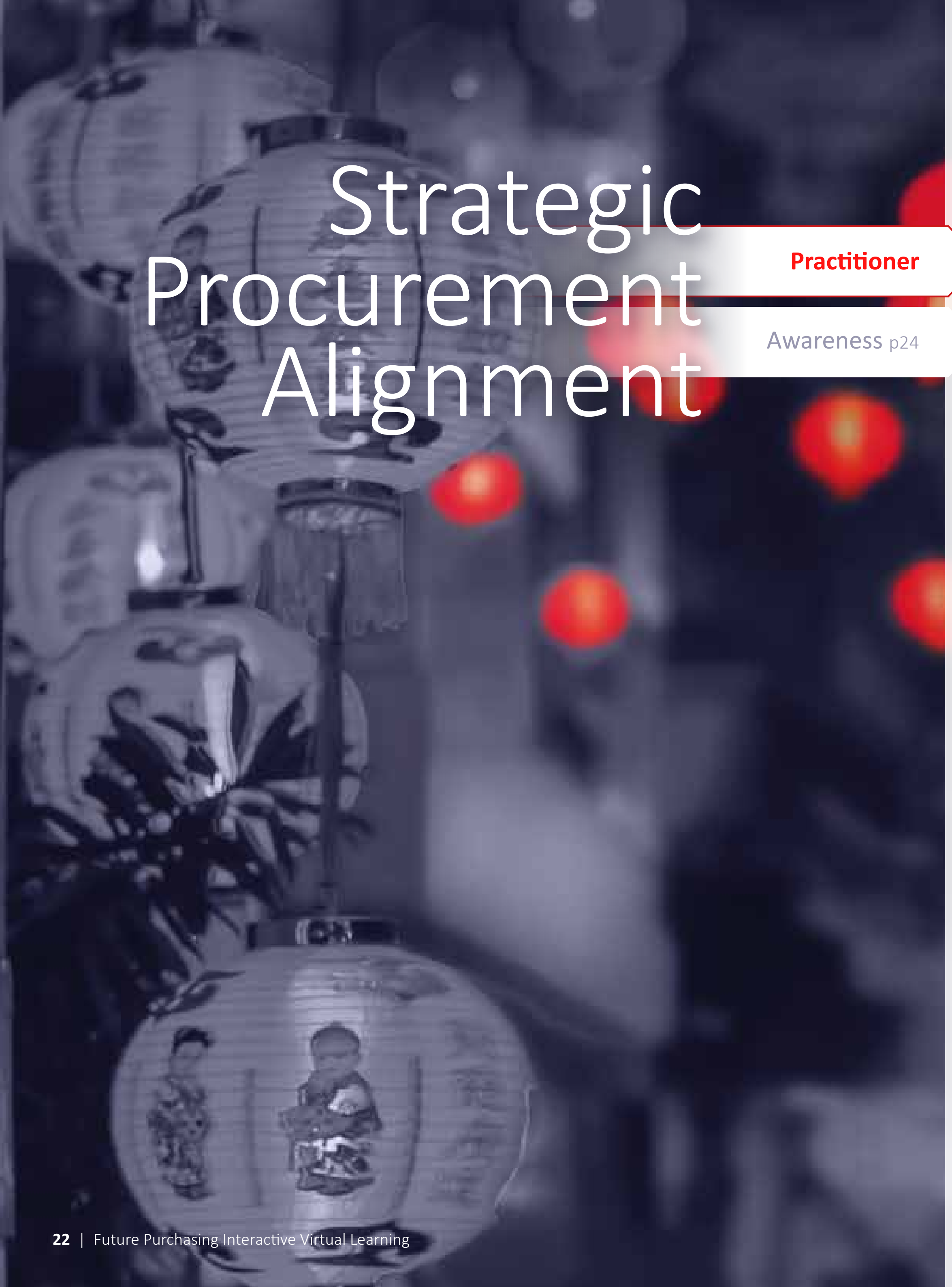
Break

Session 8: Role Play Case Study (continued)

- **Team role play negotiation with supplier - meeting 2**
- **Concluding negotiation - meeting 3** (if needed)
- Capture final outcomes
- Review and group feedback
- Process summary
- Post course commitment
- Personal reflection and complete learning log
- **Session 7 & 8 Quiz**

fp Transform

"In my career, this is the training that has most changed what I do"



Strategic Procurement Alignment

Practitioner

Awareness p24

Our Strategic Procurement Alignment Practitioner module is aimed at category directors, senior category managers, supplier managers and procurement leaders. An understanding of category management and supplier management to the practitioner level is useful.

In this module, delegates will understand:

- How alignment of procurement with organisational strategy drives benefits
- How business strategy needs to be identified and translated for procurement effectiveness
- How to create a pipeline of category and supplier opportunities for each category
- The importance of procurement and the organisation working together to create meaningful opportunity development plans

On completion of the module, delegates will have practiced a number of key techniques to help:

- Segment category spend and suppliers into addressable groupings
- Analyse business strategy
- Benchmark existing category strategies for completeness and quality
- Evaluate the supply market influences on categories
- Develop a complete category and supplier priority matrix
- Develop a realistic opportunity development plan

This 4-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Strategic Procurement Alignment – Practitioner

8 x 90 min sessions | Over 1 to 12 weeks | 12 hrs total

Find out more
Request a callback
Click here

Part 1 Strategic Alignment Overview

Session 1: Strategic Procurement Alignment Introduction
- Introductions, objectives, virtual ways of working and agenda- *capture on whiteboard*
- Procurement overview/context setting
- **Outline Strategic Procurement Alignment (SPA) methodology**
- → **Breakout:** Q&A on strategic procurement alignment overview/context

Break

Session 2: Segmentation of Category Spend
- **Supplier segmentation** - annual planning
  Understanding your categories
- **Difference between strategic alignment plan and category strategy**
- Creating a category hierarchy at different levels
- → **Breakout:** Defining a category versus category group
- Personal reflection and complete learning log
- **Session 1 & 2 Quiz**

Part 2 Landscape & Context

Session 3: Ambition & Context
- **Set objectives and targets**
- → **Breakout:** Draft step 1 templates
- **Assess impact of corporate strategic initiatives on category group**
- **Assess impact of business sector trends on category group**
- Benchmark current category strategies versus external organisations
- **Establish scope of plan**
- → **Breakout:** Develop historical category data and business/functional strategies

Break

Session 4: Business Engagement
- **Identify key stakeholders**
- **Understand stakeholder issues and concerns**
- Stakeholder engagement meetings
- → **Breakout:** Identify stakeholders for category group
- Personal reflection and complete learning log
- **Session 3 & 4 Quiz**

Part 3 Research & Analysis

Session 5: Category Profiling
- **Category segmentation**
- Aligning categories to supply markets
- Spend profile
- → **Breakout:** Complete category segmentation and map key suppliers

Break

Session 6: Suppliers & Supply Market
- **Supply market overview**
- Current category and sourcing strategies
- **High level strategic analysis**
- → **Breakout:** Develop supply market and strategic analysis
- Personal reflection and complete learning log
- **Session 5 & 6 Quiz**

Part 4 Develop Category Plan

Session 7: Opportunity Analysis
- Category and supplier planning prioritisation grid
- **Opportunity prioritisation workshop**
- Value levers
- Opportunity prioritisation generation approach
- → **Breakout:** Creativity session

Break

Session 8: Strategic Alignment Plan
- Complete category and supplier prioritisation grid
- Test business appetite and capacity
- **Finalise the strategic alignment plan**
- **Develop executive summary**
- → **Breakout:** Create your strategic alignment plan
- Personal reflection and complete learning log
- **Session 7 & 8 Quiz**

> Transform
>
> "Combining leadership skills with the challenges we face on a day-to-day basis with our teams and category management projects is incredibly powerful"

Strategic Procurement Alignment

Practitioner p22

Awareness

Our Strategic Procurement Alignment Awareness module is aimed at category managers, supplier managers and procurement leaders. An understanding of category management and supplier management to the practitioner level is useful.

In this module, delegates will understand:

- How alignment of procurement with organisational strategy drives benefits
- How business strategy needs to be identified and translated for procurement effectiveness
- How to create a pipeline of category and supplier opportunities for each category
- The importance of procurement and the organisation working together to create meaningful category group plans

On completion of the module, delegates will have an appreciation of how to:

- Segment category spend and suppliers into addressable groupings
- Analyse business strategy
- Understand stakeholder priorities
- Create a pipeline of category and supplier opportunities

This 1-part module is delivered on one day.

Strategic Procurement Alignment – Awareness

2 x 90 min session | Over 1 day | 3 hrs total

Find out more
Request a callback
Click here

Strategic Procurement Alignment Overview & Key Activities
Session 1: Strategic Procurement Alignment Overview & Initiation
Introductions, objectives, virtual ways of working & agenda - *capture on whiteboard*
Systems check and way of working for training
Context setting, organisational strategy alignment
Why is strategic procurement alignment so important?
Starting with the end in mind - what does a good strategic alignment plan cover?
Feedback on current procurement business planning highlighted - capture on whiteboard
Step 1: **Understanding Your Category Groups & Overall Spend**
Identifying your current organisational spend **Understanding and developing your category group hierarchy**
→ **Breakout:** Defining a category vs a category group
Why understanding previous business initiatives is important Establishing key organisational and regional/functional strategies and targets *Whiteboard exercise on what historical data should we collect, data sources and why*
Break
Session 2: Strategic Analysis & Prioritisation
Step 2: **Category Groups & Category Analysis**
Supply market analysis - high level market characteristics, players and drivers **Strategic analysis** - existing sourcing & category strategies, category and supplier positioning **Stakeholder priorities** - understanding our internal customers, vision, targets, priorities & opportunities Understanding when do you have enough information
Step 3: **Strategic Alignment Plan, Opportunity Generation & Prioritisation**
Opportunity identification and prioritisation - using SCORES deliverability success criteria Developing and agreeing a realistic and achievable strategy and opportunity delivery plan
→ **Breakout:** Embedding category group planning and your role
Session 1 & 2 Quiz

“ fp are trusted

Future Purchasing have been our preferred partners in supporting our operating model and learning & development needs ”

Procurement Advantage Courses

Supply Chain Risk Analysis

Stakeholder Engagement p28

Value Levers Workshop p29

Train the Coach + Coaching Category Management p30

Total Cost of Ownership p32

Supply Chain Risk Analysis

4 x 90 min sessions | Over 2 days | 6 hrs total

Find out more
Request a callback
Click here

Our Supply Chain Risk Analysis module is aimed at category, sourcing & supplier managers and corporate risk managers.

In this module, delegates will:

- Understand the value of supply chain risk analysis for an organisation
- Learn the key elements of supply chain risk management
- Understand how important stakeholder interaction and information flows between parties are in creating and/or mitigating risk
- Learn about key tools e.g. supply & value chain mapping, supply chain analysis, risk log, FMEA and business continuity & disaster recovery planning
- Understand the key roles and processes for active risk management
- Be clear on the need to continuously identify and plan to mitigate key risks

On completion of the module, delegates will have practiced a number of key techniques to:

- Identify and evaluate sources of supply chain risk for a category or spend area
- Understand the roles stakeholders should take in supply chain risk management
- Use a variety of supply chain risk analysis and risk management tools in the process
- Apply and embed sound risk management practices to continuously manage risks

This 2-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Part 1 **Risk Types & Supply Chain Mapping**	Part 2 **Managing Risk**
Session 1: Types of Risk & Ownership	**Session 3: Risk Management**
Introductions, objectives, virtual ways of working & agenda - *capture on whiteboard*	*Whiteboard exercise on actual and potential sources of supply chain risk in the organisation*
Context setting, organisation risk appetite	**4-level supply chain risk sources model** - introduce model, discuss each level and agree why this structure is helpful
Why is supply chain understanding and risk analysis so important? *Discussion and whiteboard exercise*	How to identify, articulate and rate risks to ensure clear definition and understanding
Whiteboard exercise on specific risk examples experienced in the organisation	Understanding your risk appetite and options for treatment of risks
Supply chain risk types and definitions - introduce model, discuss each type and agree why this structure is helpful	How to question tier 1 suppliers about their risk management approaches
Risk ownership and three lines of defence	→ **Breakout:** Developing your supply chain risk assessment
→ **Breakout:** Identify which stakeholders engage with a key supplier to manage risk	
Break	Break
Session 2: Mapping & Analysing Supply Chains	**Session 4: Business Continuity Planning and Disaster Recovery**
Current understanding of supply chain tiers - discussion on current levels of understanding and why we need to do it?	**Business continuity and disaster recovery planning** - discussion on how we need to do it for suppliers
Supply chain tiers - discussion based on relevant example *and capture on whiteboard*	**Scenario planning and stress testing for suppliers** - discussion on how we need to do it for suppliers
Developing a detailed supply chain	Case studies on best practice
Supply chain research – understanding the dynamics of each tier in detail	→ **Breakout:** What best practices could we adopt for current categories
→ **Breakout:** In pairs, create a detailed supply chain map and analysis for selected category	Personal reflection and complete learning log
Personal reflection and complete learning log	**Session 3 & 4 Quiz**
Session 1 & 2 Quiz	

Stakeholder Engagement

4 x 90 min sessions | Over 2 days | 6 hrs total

Our Stakeholder Engagement module is aimed at buyers, category managers, supplier managers, and contract managers.

In this module, delegates will understand:

- Why stakeholder management is important
- Techniques to increase your influence with stakeholders
- How different personality types and their communication preferences affect your relationship with people
- How to flex the role category managers play with different stakeholder types
- How to increase levels of trust with stakeholders
- How to use various meeting facilitation techniques to improve meeting outcomes

On completion of the module, delegates will have used a number of techniques to:

- Build closer relationships and increase influence with stakeholders
- Map stakeholders and structure a communications plan
- Customise communications to match different personality types
- Ask questions in order to uncover underlying issues
- Confidently deal with conflict
- Work effectively with stakeholders remotely

This 2-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further.

Part 1 **Knowing Your Customer**
Session 1: Influencing & Communication Styles
Introductions, objectives, virtual ways of working & agenda – *capture on whiteboard*
Knowing your customer – stakeholder list and mapping
Bolton & Bolton model personality profile model
Whiteboard exercise on each personality type likes and dislikes
How different profiles prefer to receive information
Tuning our language using McClelland model
Poll and discussion on different McClelland values
Elevator pitch content and approach
→ **Breakout:** role play – standing in my stakeholder's shoes
Break
Session 2: Consultative Selling & Becoming a Trusted Advisor
Building rapport – use Chat to identify how we build rapport with others
Active listening – breakout in pairs
Six fears of stakeholders – *capture issues highlighted on whiteboard*
Consciously flexing our role
Trusted advisor concept
Whiteboard exercise on behaviours and language connected to each role
Consultative selling framework – and questioning techniques to identify underlying needs
→ **Breakout:** SPED questioning
Personal reflection and complete learning log
Session 1 & 2 Quiz

Part 2 **Achieving Outcomes**
Session 3: Facilitation & Conflict Management
Managing cross-functional meetings – content, process and relationships
Building trust – poll on which behaviours do we need to use more
Discussion exploring unhelpful behaviours in meetings – *capture on whiteboard*
→ **Breakout:** confident facilitation
Thomas-Kilmann conflict instrument
Poll and discussion exploring personal conflict preferences
How to constructively disagree
How to use 'chunking'
→ **Breakout:** constructively disagreeing
Break
Session 4: Harnessing Stakeholder Ideas
Importance of collaboration and value levers overview – discussion on why we collaborate?
Problem reversal technique – application to identify consequences of silo working
Creativity mindsets – discussion *and capture on whiteboard*
SCAMPER method
Behaviours, stimuli and environment required for creativity
Creativity in a virtual world – *use chat to identify relevant techniques*
→ **Breakout:** applying creativity tools to solve current problems
Personal reflection and complete learning log
Session 3 & 4 Quiz

Value Levers Workshop

2 x 90 min sessions | Over 1 day | 3 hrs total

Find out more
Request a callback
Click here

Our Value Levers module is aimed at category managers, contract managers and supplier managers.

In this module, delegates will understand:

- The four types of value that procurement activity can generate
- The range of value levers available and how they can be used to radically increase value delivery from a category
- How to use value levers to increase collaboration with stakeholders by understanding and delivering their priorities
- How value lever opportunities are identified in category and supplier management activities
- How value levers can be combined into strategic options and used to build a value delivery programme
- How to evaluate the use of value levers

On completion of the module, delegates will have used a number of techniques to:

- Create a value lever program for their own categories or suppliers
- Understand which areas of value are currently delivering well for their categories and suppliers and which areas of value present new opportunities
- Understand how to prioritise the initiatives identified
- Quantify the potential value of the initiatives identified
- Become confident in using value levers with stakeholders and securing support for breakthrough changes to categories and suppliers

This 1-part module is delivered on one day, and can be supported further to integrate the outputs into category management or strategic relationship management programs.

The nature of the program limits it to a small number of participants.

Value Levers Workshop
Session 1: Introducing Value Levers and Initial Review
Introductions, objectives, virtual ways of working & agenda - *capture on whiteboard*
Systems check and way of working for training
Context setting for value levers – in category management, supplier management and negotiation
Introducing the value levers model
How to use the value levers templates
Reviewing value levers for a category or supplier
→ **Breakout:** Focus on price (value levers 1-4)
→ **Breakout:** Focus on cost (value levers 5-9)
→ **Breakout:** Focus on revenue and stakeholder value (value levers 10-13)
→ **Breakout:** Focus on risk (value levers 14-16)
Summary of review
Whiteboard exercise on role of sponsor and stakeholders in value lever workshops
Break
Session 2: Detailed Review, Selection and Action Plan
Completing the detailed template with real category information
→ **Breakout:** Template breakout
Discuss value levers currently in use and how successfully they are used
Identify value levers that cannot be used and why
Prioritise value levers to focus on
→ **Breakout:** Focus area breakout
Evaluate value levers with real category information
Estimate potential value available
Identify data gaps and a data gathering plan
→ **Breakout:** Action Planning
Next steps
Session 1 & 2 Quiz

Train the Coach + Coaching Category Management

8 x 90 min sessions | Over 4 half days | 12 hrs total

Our Train the Coach and Coaching Category Management modules are aimed at individuals who will grow the internal coaching capability of the organisation. Participants will have significant category management experience and are likely to be managers or team leaders in this field.

In this module, delegates will understand:

- How it feels to be a coach and coach
- Proven coaching techniques and models
- How coaching works in relatable category and supplier management scenarios
- The theoretical and practical elements of coaching

On completion of the module, delegates will have used a number of techniques to:

- Accelerate their culture to a coaching culture
- Creative option generation and relevant data gathering techniques
- Undertake critical assessment of performance
- Strengthen team relationships
- Develop mechanisms to support issue resolution in a timely manner

This 4-Part module is delivered on consecutive days.

Find out more
Request a callback
Click here

Part 1
Train the Coach

Session 1: Welcome & Definitions

- Introductions, objectives, ground rules & agenda
- → **Breakout:** Explore the nature of coaching
- Discuss 5 Qs
- → **Breakout:** Types of development intervention
- Compare and contrast types
- Feedback and build matrix
- Competence model: tell story
- Scenarios quiz: which intervention to use?
- Becoming a great coach

Break

Session 2: The Coaching Approach

- → **Breakout:** Movie game
- Casting for a Western movie
- Beliefs and how to manage them
- Trust: how to build it with coachees
- → **Breakout:** Communication challenge
- Rapport: verbal and non-verbal elements
- Coaching from sport: questions
- → **Breakout:** Advantages of non-directive questions
- Listening Levels: tell story
- **Wrap: Learning Logs and Feedback**

Part 2
Train the Coach

Session 3: Coaching Models & Practice

- Learnings, objectives, ground rules & agenda
- Questions: explore types and uses
- 5 W's and 1 H
- Power of silence
- → **Breakout:** Effective coaching questions
- Review list and script questions
- GROW model
- GROW tutor-guided coaching
- → **Breakout:** GROW practice
- Coach, coachee, observer roles
- Choose business-related subjects (personal to coachee)
- Feedback: coachee first, coach, then observer
- Plenary review and insights

Break

Session 4: Coaching Models & Practice

- OUTCOMES model
- → **Breakout:** Explore OUTCOMES
- Discuss differences to GROW
- Why is the OUTCOMES model helpful?
- OUTCOMES tutor-guided coaching
- → **Breakout:** OUTCOMES practice
- Coach, coachee, observer roles
- Choose business-related subjects (personal to coachee)
- Feedback: coachee first, coach, then observer
- Plenary review and insights
- **Wrap:** Learning Logs and Feedback

Part 3
Coaching Category Management

Session 5: Project Charter: Coach vs Mentor

- Learnings, objectives, ground rules & agenda
- Review progress and insights
- Coach vs mentor
- Share experiences and insights
- → **Breakout:** Coaching Practice: Project Charter
- Coach, coachee, observer – rotate roles
- Choose subjects related to the goal of creating and implementing successful Project Charters
- Feedback: coachee first, coach, then observer
- Plenary review and insights

Break

Session 6: Stakeholder Engagement: Listening skills

- Listening skills
- Share experiences and insights
- → **Breakout:** Coaching Practice: Stakeholder Engagement
- Coach, coachee, observer – rotate roles
- Choose subjects related to the goal of successfully engaging stakeholders
- Feedback: coachee first, coach, then observer
- Plenary review and insights
- **Wrap: Learning Logs and Feedback**

Part 4
Coaching Category Management

Session 7: Great Questions: Options Generation

- Learnings, objectives, ground rules & agenda
- Review progress and insights
- Question types and uses
- Share experiences and insights
- Category Management strategy diamond
- → **Breakout:** Coaching Practice: Options Generation
- Coach, coachee, observer – rotate roles
- Choose subjects related to the goal of generating an expansive and innovative range of options
- Feedback: coachee first, coach, then observer
- Plenary review and insights

Break

Session 8: Motivate, Encourage and Support

- OUTCOMES vs GROW
- Learning Interventions Matrix (KW version)
- Review detail in pairs, discuss in plenary
- → **Breakout:** Coaching Practice: Using coaching to motivate, encourage and support
- Coach, coachee, observer – rotate roles
- Choose subjects related to motivating, encouraging and supporting coachees
- Feedback: coachee first, coach, then observer
- Plenary review and insights
- Personal commitment
- **Wrap: Learning Logs and Feedback**

Total Cost of Ownership

4 x 90 min sessions | Over 2 days | 6 hrs total

Our Total Cost of Ownership (TCO) module is aimed at buyers, category managers, supplier managers and contract managers. Experience of category management at a practitioner level is helpful.

In this module delegates will understand:

- What are the key elements within TCO and how it adds value to procurement activity including supply chain analysis
- Understand the difference between price and cost
- How to create a TCO model for a category
- How to use TCO thinking to identify areas of opportunity e.g. supplier negotiations
- Where TCO can be used for best effect
- How TCO impacts other procurement tools and models

On completion of the module, delegates will have practiced a number of key techniques to:

- Analyse a supply & value chain
- Understand the sources of data to create a TCO model
- Identify the crucial differences between price and cost
- Create an outline TCO model for a chosen category

This 2-part module can be delivered on consecutive days or over a more extended period providing just in time learning. For some of our clients, a coaching program is offered alongside the module to embed good practice further

Find out more
Request a callback
Click here

Part 1 **TCO Introduction & Overview**
Session 1: TCO Overview and Context
Introductions, objectives, virtual ways of working and agenda – *capture on whiteboard*
Systems check and way of working for training
TCO overview and context setting
Cost – the business administration context
Supply and value chain analysis
Supply chain example
Porter's Five Forces model
Supply market structure
Feedback on issues highlighted – *capture on whiteboard*
→ **Breakout:** Mapping my supply chain
Break
Session 2: Cost Concepts and Calculation
Different cost classifications
Fixed v variable Direct v indirect Cost type v cost centre Capex v opex
Discussion and examples *captures in chat/on whiteboard*
Cost pricing methods
Standard cost price Integral cost price Cost centre price Activity based cost price
Feedback on issues highlighted – *capture on whiteboard*
→ **Breakout:** Determine the TCO cost drivers
Personal reflection and complete learning log
Session 1 & 2 Quiz

Part 2 **Negotiables**
Session 3: TCO Analysis
Ask participants for a learning from Session 1
The price myth – discussion about price v cost *and captured on whiteboard*
Power of conditioning
Understanding impact of direct and indirect factors
TCO breakdown of factors for both products and services
TCO Analysis
Understand how the TCO is built up over the lifecycle of the category
When and why to do TCO analysis
TCO analysis tool – Worked examples
→ **Breakout:** Calculate TCO
Break
Session 4: Value Levers and TCO
Value levers – share FP value lever model and *capture examples of different value lever areas on whiteboard*
Screening value levers for TCO – testing which ones have a TCO impact
→ **Breakout:** Value lever example, selecting a value lever and look at the TCO effect
Feedback and capture on whiteboard
Personal reflection and complete learning log
Session 3 & 4 Quiz

Expertise and training techniques

Find out more
Request a callback
Click here

Interactive Virtual Learning

The FP learning experience

Each learning module has been thoughtfully designed using best practices in online learning:

- Training is delivered in half-day blocks, consisting of 2 x 90-minute sessions. As a result, a 2-day face-to face category management programme is delivered over 4 half-days, consisting of 8 x 90-minute sessions. This structure helps maintain focus.
- Half-day sessions can be delivered on consecutive days, or 3-4 weeks apart to allow training to be applied and strategies developed in parallel.
- Maximum of 8 people per session accessing training via suitable platform e.g. Teams, Webex, Zoom etc.
- Short, sharp input segments with 10 minutes max between activities, delegate discussions and experience sharing. This ensures high interactivity and engagement.
- Trainers use the full facilities of the webinar software including whiteboards, breakout rooms, chat, polls and quizzes to keep sessions energetic and fun.
- Delegates will be assigned to pre-agreed virtual breakout rooms where they work on their category, supplier or negotiation strategy

Technology

We are a Cyber Essentials accredited organisation so you can be sure that any training and/or data shared is safe and secure. We can deliver our solutions over a broad range of technology platforms to accommodate both the functionality requirements and security policies of our clients including but not limited to Microsoft Teams, GoToTraining, Adobe Connect, Zoom, Google Meet.

Preparation

Each half-day session has its pre-work. As an example delegates could be asked to prepare a stakeholder map and spend profile for their category. All training content for each session is emailed or made available to delegates before the session begins. A 'best ways to learn virtually' briefing is also available.

Meet our experts

Future Purchasing mobilise outstanding project teams of procurement consultants. They excel in shifting mind-sets, developing capability, engaging stakeholders and role modelling best practice. They understand the difference between training, mentoring and coaching and adopt a flexible approach to applying each technique.

All our consultants are adept at dealing with the challenges of embedding learning in large, complex organisations.

Take a look at the team on our website

Example Training Materials

- Introduction video
- Material handbook as a PDF download
- Relevant templates and tools
- Stakeholder map template download
- Business requirements template download
- Value levers template download
- Course assessment form

Training techniques

- Trainer will provide both training input and chair session with interruptions encouraged
- As in face-to-face events, the trainer will keep energy levels high by asking lots of questions and moving at a pace
- Trainer will encourage everyone to participate
- Trainer able to access virtual breakout rooms to join in the discussion and answer questions
- Trainer will use whiteboard as they would a flipchart in a classroom training session
- Slides will be used in pdf format so a trainer can write on them like with a whiteboard
- Follow-up actions will be documented and circulated to delegates after each half-day session

Find out more

Request a callback

Click here

Or email Mark Hubbard

mhubbard@futurepurchasing.com

Visit **futurepurchasing.com/virtual-learning** for the latest information

fp are trusted

"The trainers, having extensive industry experience, quickly garnered respect from the delegates and managed to bring out business challenges for discussion during the sessions"

future purchasing

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Interactive
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