

EXECUTIVE DIPLOMA IN PURCHASING

2023/24



The European Institute of Purchasing Management

www.eipm.org



EIPM Institutional Partners



The quality certification was issued under the following *category*:
TRAINING COURSES



EIPM Vision on Education

As participants progress with EIPM education, they are exposed to more challenging situations. They are encouraged to explore and assess multiple options. We help them to see the world from different perspectives and to adopt a more holistic perspective. They are challenged during their learning to come up with recommendations that maximise benefits for their company and its suppliers.

Having reached a managerial level, EIPM's vision on education is to prepare participants to face uncertain, complex, changing situations. We see education as a reflective and social process that helps participants explore multiple daring avenues. We help them embrace complexity. We encourage them to develop a Climate of Trust that helps others solve problems and learn around them. We lead them on a path where learning and changing is happening at the same time.

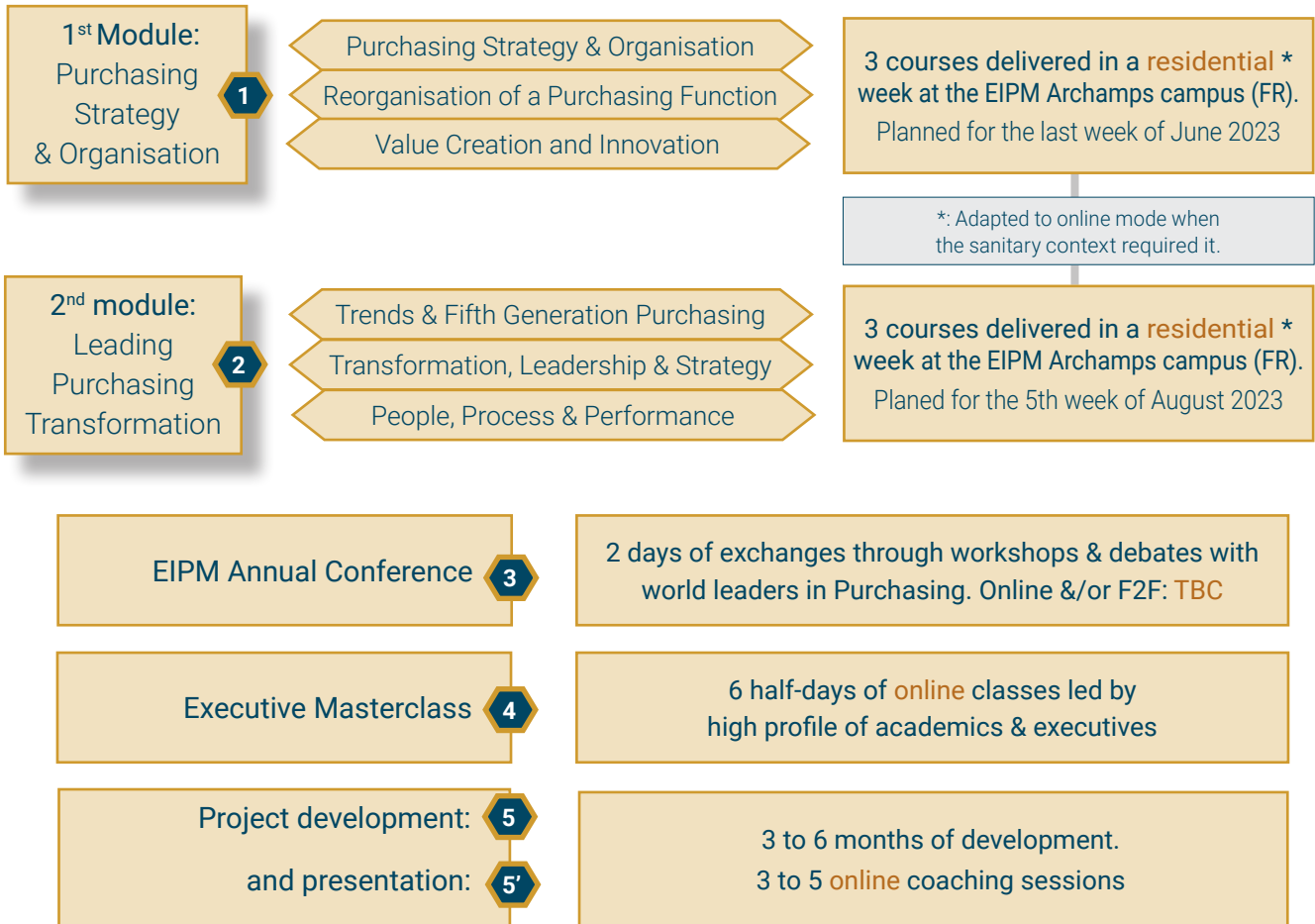
Our Five commitments: We help senior participants who join our programme:

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

We sincerely hope that this programme of study will meet your expectations for your career development.

Bernard GRACIA
EIPM Founder

The cursus at a glance!



>> The schedule <<



Entry into the cursus can take place at different steps without prejudice to the efficient running and achievement of the programme. The project development starts very early in the cursus and its presentation has to be considered as the ultimate step. Should you need other suggestions, please do not hesitate to contact us.

Content of the **first module**

The first one-week **residential course** is dedicated to the **foundation of Purchasing and Supply excellence**. It covers the key drivers of purchasing excellence, how to go from the company strategy to a purchasing strategy; how to contribute to value creation; how to assess purchasing maturity and how to organise purchasing teams for success.

At the end of this session, participants will be able to implement them rapidly in their organisation. This course contains 3 courses detailed below.

1. Purchasing Strategy & Organisation

◆ Learning goal

- Understand how to align a purchasing strategy to the company strategy
- Be able to contribute to value creation
- Achieve purchasing maturity
- Succeed in organising successful purchasing teams.

◆ Classes & Learning chapters

Which future for purchasing?

- What's changing?
- Is your organisation ready for this future?
- Which competencies for this future?
- Some ideas of KPIs

Strategies alignment

- Alignment
- Organisation
- Process

Category Strategy

- Why a strategy?
- Building a category strategy
- Implementing a category strategy
- Communicating the strategy to the stakeholder

Some Best Practices

- Selection Process
- SRM
- Negotiation
- Risks Management
- Some Tips

2. Reorganisation of a Purchasing function

◆ Learning goal

- Understand the principles of purchasing organisation
- Implement an effective category management organisation

◆ Classes & Learning chapters

Reorganisation of a Purchasing Function through Category Management

- The Purchasing organisation challenge
- Method, results
- What did we do after Category Management reorganisation?

3. Value Creation and Innovation

◆ Learning goal

- Understand the contribution of purchasing to innovation
- Implement innovation projects

◆ Classes & Learning chapters

Value creation and innovation

- Innovation Piano
- From innovation to capturing value
- Two historical success stories
 - Tubism™
 - Structube™
- Contextual interviewing

Programme
of the related
residential week

Venue:

EIPM Archamps campus

Dates: 3rd-7th July 2023

Monday	Tuesday	Wednesday	Thursday	Friday
Welcome & Introduction STRATEGY & ORGANISATION Which Future for Purchasing? • What is changing • Is your Organisation ready for this future?	STRATEGY & ORGANISATION Strategies Alignment • Alignment • Organisations • Process	STRATEGY & ORGANISATION Category Strategy • Implementing a Category strategy • Communicating the strategy to the stakeholders	REORGANISATION OF A PURCHASING FUNCTION • The Purchasing organisation challenge • Method, results	VALUE CREATION & INNOVATION • Innovation Piano • From innovation to capturing value
Lunch				
• Which competencies for this Future? • Some Ideas of Key Performance Indexes	STRATEGY & ORGANISATION Category Strategy • Why a Strategy? • Building a category strategy	STRATEGY & ORGANISATION Some Best Practices • Selection Process • SRM • Negotiation • Risk Management • Some Tips	REORGANISATION OF A PURCHASING FUNCTION • What did we do after category Management reorganisation ?	VALUE CREATION & INNOVATION Two historical success stories: • Tubism™ • Structube™ End of the session

2nd module: Challenging your mindset!

This formulation expresses very well the intentions of our pedagogical team members who have concocted the three courses detailed hereafter.

1. Trends & Fifth Generation Purchasing

◆ Learning goal

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

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

◆ Learning chapters & classes

Fifth Generation 1, 2 & 3:

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

2. People, Process & Performance

◆ Learning goal

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

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

◆ Learning chapters & classes

People & Process

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

Performance

- Measuring performance
- Balanced scorecard
- Conducting effective reviews



3. Transformation, Leadership and Strategy

◆ Learning goal

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

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

◆ Learning chapters & classes

Intercultural Management

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

Making Purchasing a learning organisation

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

Strategising Purchasing

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

Your leadership quest and your operating arena

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

Developing leadership capabilities

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

Step 2 (continued)

“Leading Purchasing Transformation” module

Second module: Scheduling of the related residential week

Venue: EIPM Archamps campus (FR)

From 28th August to 1st September 2023

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

10 topics that are addressed throughout the programme

The following list is not exhaustive, but it highlights key topics addressed in the course:

1. How to develop and align strategies?
2. How to establish an organisation to support the global strategy of the company?
3. How to assess and develop the maturity of a purchasing organisation?
4. How to accelerate and anticipate delivering value for the business?
5. How to manage relationships with leading stakeholders and suppliers?
6. How to leverage people, process, technology, and performance to implement strategies?
7. What are the leading practices for risk management, sustainability, innovation?
8. How to manage a daring transformation?
9. How to demonstrate leadership across procurement activities?
10. What are leading CPOs priorities? How they achieve them

Step 3

The EIPM Annual Conference

An access to leading practices from leading CPOs, academics and consultants.

The EIPM Conference has earned the reputation of a must-go meeting point for Purchasing & Supply Management professionals from a wide spectrum of sectors. For more than two decades, the EIPM event has been promoting critical thinking through a series of discussions focused on Purchasing Excellence, Talent Management, Innovation and Value Creation along with many other topics.

At EIPM, we strongly believe in the benefits of attending a professional conference. Exchanges during debates and workshops make it possible to broaden one's field of knowledge and thus to be enriched by the know-how and skills of other cultures. And all this in a short space of time.

To get an idea of variety and intensity of the conferences, debates and workshops, to consult the detailed programmes of the previous editions which are available in the Events section of our website, please click [Here](#).

The EIPM Annual Conference is a non-mandatory but highly recommended step for the reasons described above.

Step 4

The EIPM Master Class

The EIPM Executive Master Class reunites every year prominent academics, business leaders & EIPM alumni to present and discuss the latest trends impacting Business and Purchasing and Supply Management. For the Learners, it's an opportunity to learn and exchange with Academics and highly experienced key players of the Procurement-Purchasing discipline in an informal an open context.

In 2023, the Master class has been held over **6 half-days** (21st March and 6th April) in a online format. This distribution of sessions over two weeks makes it easier to assimilate and digest the virtual classes.

As the 2024 programme is not yet fixed, we share the content of the 2023 edition below. Indeed, the pedagogical committee is keen to ensure that the theme and content are in line with the realities of the moment...which have been changing rapidly and often unpredictably in recent years.

Diogo Serras Pereira, NOS Procurement Director

- Focus on revenue generation
- Partnerships for positive business impact
- Sustainability as a key initiative
- Improvement driven through regular feedback from stakeholders and supplier

Carlos Mota Pinto, CPO, EDP Global Solutions

Risk Management:

- EDP Procurement Organisation
- Supply Chain Risk Management today
- Which key changes are necessary to better manage SC risk?
- What is EDP doing to address this challenge?

Continued on page 10

André Thomas, Vice President Strategic Sourcing, Group Procurement, Capgemini

Exclusive perspective: How to Deliver through Chaos:

- Finding our pole star
- Managing expectations
- Keeping the team at peak performance
- Overdelivering

Aleem Bandali, Global Head aim10x Executive Council at o9 Solutions

- Using Data and Next-Generation AI/ML to Transform Planning and Decision Making

Sylvain Guyoton, Chief Rating Officer, EcoVadis

- B2B collaborative platform aimed at improving the sustainability performance of suppliers.
- Why Supply Chains (scope 3) are the most important lever for decarbonisation.
- Decarbonisation of Supply Chains (scope 3): challenges, trends, recommendations.

Michael Pleuger, co-founder and managing director at Akirolabs / Reinventing Procurement:

- Value contribution in procurement yesterday, today and tomorrow
- BEYONDcategory & BEYONDSavings
- Road to NextGen Digital Procurement

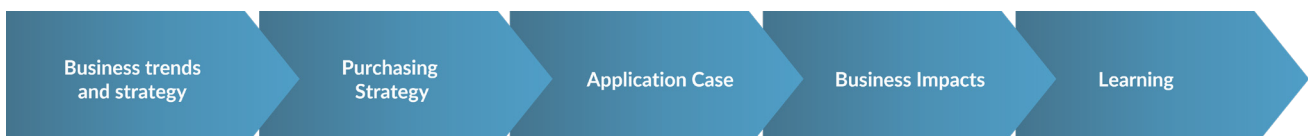
Heinrich Berger, VP Global Raw Materials Procurement, ICL / Executive Perspective:

- ICL strategy and operational model
- Sustainability
- People Development
- Global Market Management



The Project

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



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

After acceptance, participants will be coached via online one-to-one sessions by EIPM Professors. The project packaged as a 5000 + words document is presented to a jury for validation to obtain the Certification diploma.

While the project is an important part of the course, it is not the only criterion for graduation. The final validation is based on the quality level of participation during the course and debate, the degree of understanding of the lessons and the relevance of the project. As examples, here are some themes of projects carried out by some of our Learners:

Developing a transformation plan for our procurement team

Implementing a new procurement operational model across the region

Implementing Supplier relationship management for IT Purchasing

Reducing our carbon footprint

Re-organising direct procurement in our company

Developing an agile supplier selection process

For over 30 years, EIPM has been at your side.
And it's continuing!

EIPM **FREE** WEBINARS PROGRAMME

Menu for the **first half of 2023**

16th MAY

10 am & 4 pm - CEST

"Creativity in Procurement:
What's in it for the
company?"

by
François Dousset

MAY

24th at 4 pm

25th at 10 a m - CEST

"Supplier Diversity"

by
Manish Shanbhag

8th JUNE

10 am & 4 pm - CEST

"3 paths for supply chain
decarbonation"

by
Hervé Legenvre

Save the dates!

REGISTRATION : <https://eipm.org/our-events/workshop/>

The EIPM webinars **REPLAYS** are available on Youtube: [Here](#)

The Faculty Members

Philippe ARMENGAUD

Languages: French, English, Spanish & Portuguese

Education: PHD Commercial Strategy
MBA Marketing & Finance



Over 30 years of experience as senior industrial executive and expert in business improvement and cost reduction. Now building an advisory and non-executive portfolio.

Philippe started at Sprint Metal (Division of Usinor later Arcelor) and gained in time the position of Managing Director over France area. Later CEO at Tubeurop (Division of Usinor later Arcelor) and Vice President – Purchasing for Arcelor, Philippe moved to Alcoa as General Manager and then President (Extrusions & End Products, Europe). He integrated Bekaert purchasing team (Belgium) as a Chief Purchasing Officer, in 2008 and became Senior Vice President, Strategic Project where Philippe was Responsible to the CEO for strategic projects. He integrated Bekaert purchasing team (Belgium) as a Chief Purchasing Officer, in 2008 and became Senior Vice President, Strategic Project where Philippe was Responsible to the CEO for strategic projects.

François DOUSSET

Languages: French, Italian, Spanish, English & Portuguese

Education: Economy and Management (HEC)
Post-graduation in Human Sciences
Dramatic Art



François works as a consultant and trainer for Supply Management. He is specialised in Purchasing Techniques and methodology, with particular interest in strategy and Leadership.

In addition to that, he trains and coaches teams in Negotiation conduct and in the transformation of the procurement function. Part of his teaching and consulting activities is focused on the training programmes EIPM is running worldwide. The list of clients he has been working with varies from Oil and Gas Industries to Chemicals, Pharmaceutical, Telecommunications industry, Electrics. His clients include Arkena, Autoliv, Axa, Barilla, Bayer, BNP, Bombardier, Bouygues, Coca-Cola, E.ON, European Union Bodies, Ferrero, Enel, Ferrari, G.E., Lacoste, LVMH, MBDA, Michelin, Sabic, Saint-Gobain, Sanofi, Seb, Solvay, Stellantis, Suez, Thales, Unilever, Vallourec and Volvo.

The Faculty Members

Bernard GRACIA

Languages: English, Spanish & French

Education: graduated from the Bordeaux Business School in 1976

obtained his MBA diploma in 1979 at UT Austin (Major in International and Industrial Business).



In 1976, Bernard GRACIA collaborated in the launching of the first post-graduate program in Purchasing in the world (M.A.I – Master Industrial Purchasing for the Bordeaux Business School). As director of MAI (Master program in Industrial Purchasing) in Bordeaux in the 80's, Bernard developed an important network of Purchasing Managers and positioned the MAI Diploma as market standard in Europe (graduating over 100 Post Grad per year, publishing a quarterly Journal of International Purchasing...).

In 1990, he gathered companies such as Aerospatiale, Alcatel, Bull, Nokia, Pechiney, Philips and Renault associated with the European Union to found the European Institute of Purchasing Management (EIPM). As director of EIPM, he launched the first MBA program specialised in Purchasing Management in the world on December 1991 and the first European Roundtable for Senior Executives in 1993. Then he developed EIPM across the world with a 1st in China in 1999 before developing a global international footprint.

Bernard GRACIA acts mainly as consulting for multinational companies such as ArcelorMittal, Axa, Bayer, DuPont, Ferrero, Michelin, Nokia, ThyssenKrupp, Valeo, Volvo...for developing strategy & training engineering. He gives courses & conferences around the World and develops research activities with Universities & companies, mainly on Corporate Purchasing Strategy, Purchasing Organisation, Contribution to Value Creation, competencies and excellence model.

Hervé LEGENVRE

Languages: English & French

Education: PhD in Economic Science, Paris South France University.

Master in Economics of Innovation and Industrial Organization,
Paris North University – France



Hervé started his career as a consultant for RENAULT Consulting. He worked with a diversity of clients from the industrial sector such as RENAULT, VALÉO or ALLIED SIGNAL on projects related to lean production systems, new product development and strategy implementation.

He joined EFQM as Director. Hervé has overseen the development of the most recent version of the EFQM Model, a framework used by more than 30000 organisations to assess their performance and develop their strategy. He has facilitated benchmarking projects and conducted numerous assessments. As a Director, he oversaw two business units in charge of recognition activities (including the EFQM Excellence Award) and training programs. Hervé has overseen or contributed to projects with companies such as EDF, GRUNDFOS, Robert Bosch or Unilever and organisations such as the United Nations, The European Investment Bank or the European Defense Agency.

Hervé has contributed to the development of the EFQM-EIPM framework for External Resource Management. He acted as an assessor for the 2010 EIPM Awards.



Key Information

Prerequisite

The candidate should either:

- Be in a purchasing manager or purchasing executive role already
- Have an experience in purchasing that enable the candidate to apply for a managerial position
- Have a managerial experience outside of purchasing and a new role in purchasing

Accessibility

When registering for our training, we study with the candidates having a disability and through an individual interview the actions that we can put in place to facilitate their learning. For this, we can also rely on a network of identified national partners.

Graduation rate

2020-2021: 100% of the candidates who submitted their project succeeded.

2021-2022: in development.

Start & end dates

The cursus plan is described in page 3:

Start: July 3rd: 1st Module - Aug.28th: 2nd Module - Dec.14-15th: Conference - 2024 March: Masterclass - Oct.: Project presentation.

Entry into the cursus can take place at different steps. However, the presentation of the project to the jury has to be considered as the final step. Please contact us for more information.

Validation

The course is validated when the following three conditions are met:

1. 100% Attendance to the classes - 2. Leadership sprint completed - 3. Project graded as passed

Tuition fee

€ 12'000 Price is displayed free of VAT.

Taxes will be applied according to the official regulations depending on your fiscal residence.

How to apply

1. Directly on our website: <https://www.eipm.org/> or our Shop: <https://shop.eipm.org/>
2. You can also download the relevant Registration Form on our website: <https://www.eipm.org/training-education/executive-diploma-in-purchasing/> and send it back, filled in, to the email address below.

Once registration is approved, you will receive a confirmation email as well as your access to the LMS to consult all documents related to the programme. For any question you may have or any assistance you may need at any step of the registration process, please contact Ms Natalia Savitcaia.

Contact

Ms Natalia Savitcaia - natalia.savitcaia@eipm.org - +33 (0)4 50 31 56 78



The European Institute of Purchasing Management

"One who lacks knowledge is constantly at the mercy of change.
Only the one who knows is able to live the change serenely
...Or lead it! "

Bernard Gracia
EIPM Founder



*EIPM Education,
A stairway to professional development
and self-fulfilment!*



*An EIPM certification for
Newcomers*