



SCANDINAVIAN
PURCHASING
GROUP

TRAINING PROGRAMS

MASTER CLASSES

LEAN PRODUCTION

SALES MANAGEMENT

NEGOTIATION

SUPPLY CHAIN MANAGEMENT

COMMERCIAL LAW

LEADERSHIP IN SUPPLY CHAIN

COST MANAGEMENT

PURCHASING

THE SOURCING EXCELLENCE PROGRAM

THE SOURCING ACADEMY

INDUSTRY 4.0

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***”WE HAVE A PASSION FOR
DEVELOPING PEOPLE AND
COMPANIES”***

Sigfrid Rytten, CEO

Scandinavian Purchasing Group offers open and in-house training programs, tailored to your company's requirements. Your industry dynamics and company goals determine the content and structure of the training. This gives faster and more sustainable results. In this catalogue we present a wide range of training programs and courses, which have been delivered successfully to various organisations.

Our approach is to make training as practical as possible by weaving together theory and practice sessions, so that everyone can apply their new knowledge directly after the training. In order to make the training modules as realistic as possible we use examples from your own business environment. We then tailor them to the correct level, according to the experience of participants.

National and international training

We offer national and international training sessions in Swedish and English, and our instructors are leaders in their respective areas of expertise. They create engagement and motivation among participants to develop their field of interest. Core training materials are available in local languages.

Plan your training efforts

Our core focus is to support your company's vision of increased capability. We have extensive experience in delivering a wide range of training courses, from single-day seminars to program for all levels of your organisation. We also act as hands-on coaches to help participants get started with change management activities and other planned projects after formal training is completed.

Our advice is for you to always consider what you want to achieve with the training: is the purpose that participants be more knowledgeable or should they be able to apply their new knowledge effectively? This has a big influence on the planning of a training program should be planned and the results expected.

Various levels of training

Our courses are aimed at different levels of your organisation and adapted depending on the target group and objectives.

Training options

We offer 3 different training options;

- Classical teacher-led training
- Teacher-led online education
- E-learning

In a lot of workouts and programs, we have a mix of the three options to get the maximum learning effect. The best option is usually linked to the size of the group and where in the world participants are located. We live in a global economy, so learning must control whether we should train digitally or by analogy.

All training programs are customised and normally include examples and case studies from the client's own organisation.

Programs come in various formats:

Seminars

A short presentation on the latest research.

Courses

Training candidates for 2-4 days.

Tailor-made programs

We custom build a program for your employees depending on your company's unique challenges.

Coaching

Our specialists train your employees how to do their job according to industry best practice. We meet up with your staff weekly or bi-week.

MASTER CLASSES

- Welcome to Master Class Seminars that engage your employees

Take your business to a new level through inspiring and challenging Master Classes. Here you get specific tips and thoughts from some of the foremost and most inspiring lecturers in purchasing, sales, supply chain and leadership right now. Half or full day. Swedish or English. Ideal for kick-off, start-up for a new season, all-in meetings, program start-ups or management group meetings.

We engage and make a difference

Inspiration

We inspire and engage in an area that is in line with your company's future challenges. Sometimes to lighten up some heavy conference days. We bring world class knowledge in the subject and several workshops that inspire and drive your challenges forward.

Start the change journey

Sometimes it is an advantage to hire an external, neutral person as a catalyst to start a process of change. We have been involved in change journeys in the past, we can handle and inspire in the process. The change is often five percent inspiration and 95 percent perspiration, where it is important to sell the perspiration in a positive way.

Sell the subject

We work with a number of questions that create an understanding of the topic and create a consensus after the day. Sometimes it is providing food for thoughts for future training efforts, which is part of the development of the company.

Wow-feeling

For many people, it is an wow-experience when we meet in cross-functional groups and discuss issues that have not been discussed before, such as how to work with category management and what it means. When we invite production managers, sales managers and product managers to discuss the issue from a business-driven perspective and not a purchasing perspective, many get an wow-experience.

Purchasing Excellence

How do we create an "purchasing machine"? Is digitizing the key or is the broad business acumen of the entire organization the key to success? How should "purchasing" create value internally and externally? Seminar with tips and tools on how a successful purchasing organization works.

Negotiation Excellence

Inspiration and rethinking about negotiation and negotiation issues where we do exercises linked to problem-solving situations. Popular and rewarding for everyone and one of our most appreciated topics that guarantees an energy boost.

Winning Culture - Teambuilding

Does culture strengthen or support our business? Developing a long-term business requires creating a culture that favors it. We help you to create a consensus on how a winning culture can be formed by understanding the mechanisms, identifying the tools and systems, in order to make visible the conceptual world that builds the desired culture.

Industry 4.0 - Smart industry

How to cope with competition in the global market is the starting point for Industry 4.0. How should we, with further digitization, create the smart company that creates smart products that create smart business? Seminar and workshops on Industry 4.0.

Sustainable Supply Chain

The UN's 17 Sustainable Development Goals set the future agenda for most international companies when it comes to purchasing and selling products. Our "Sustainable Supply Chain" seminar is based on the UN's goals and we look at why the requirements have arisen, what it will affect and how we will go about the whole Supply Chain process.

DISC-Analysis

What colour do you and your colleagues have? How can we use the different colours when we meet buyers, sellers and our colleagues internally? Our personalities reflect our behavior and how we will act in different types of situations. This seminar gives us insight into how the colours work in a fun and inspiring way.

NETWORK IN SUPPLY CHAIN

Our networks identify challenges and critical issues and further increase strategic heights. We capture everything that is relevant now and in the future and discuss how this can be applied in our own organization.

A forum for experience exchange

We bring together managers and specialists in different leadership positions who have a need for exchange of experience. By sharing experiences, guided by our expertise in the field, we create networks that both strengthen and lift the individual and the group. This, in turn, gives companies better opportunities to grow. The collective potential of the networks then strengthens the entire operations of each manager.

Learning from the best

The program is implemented during a number of meetings with various current and future challenges spread over one year. We offer inspirational lectures on various interesting topics, which gives a unique breadth to the network group.

Networking

Meet others at the same level, with similar problems in smaller groups. 8-12 people. Confidential conversations in a closed group allow us to have an open dialogue. Venture your own challenges to get support and help / inspiration from others. We have chosen to mix the industries to get inspiration from each other.

Cooperation between academia and companies

Top universities are involved in creating better collaboration with business and industry. Our goal is to reflect the needs of the companies in the education and research in the area.

Program Management

We have a moderator, program assistant and program adviser for

Our networks

CPO

A network for purchasing directors in seminar form with themes aimed at trends and future issues in the supply chain. For this target group, we have the starting point in the question how best to develop in a multinational perspective.

Purchasing Manager

Here, managers at function level meet, often local purchasing managers. This network focuses on how the participant best solves questions within his organization. Here we work with problem images and further development within the function.

Supply Chain Managers

This is our network for managers in Supply Chain. We focus on questions with a demand to optimize and speed up the Supply Chain from the supplier to the shelf.

Purchasing Managers indirect material

Focusing on the indirect purchasing volume, which can often amount to between 10-40 percent of the total purchases. There are often very large opportunities here in a company. With the right approach and process it is possible to create great values.

SQA Manager

Our SQA manager network handles issues related to external supplier quality. How do we develop supplier relationships with a focus on better business linked to risk, product, process and quality, in a global perspective?

COMPETENCY MAPPING

- A powerful tool to use before starting a training program

Without careful mapping of employees, you risk making the wrong decisions regarding your team's training requirements. Skills assessments will clarify not only how individuals need to improve in certain areas but also which individuals have a higher skill level than their current role requires. How can your organisation harness this expertise?

COMPETENCY MAPPING

4 LEVELS

We outline which member in the team who needs to strengthen their skills in certain areas but also which team member have a higher level of skills than the professional role require. How can the company utilize this expertise?

How to realise your company's full potential

We can help you develop a complete picture of your team's competence and identify any gaps against the performance levels you set for them. Our competence assessment is an excellent tool to base your decisions for both short- and long-term training needs. The outcome of the survey is a detailed report which can be used in salary and performance reviews.

Reliable competence mapping

Our consultants have extensive experience of competence mapping in Purchasing and supply chain organisations. We work with structured methods, and in addition to our web-based tools we conduct in-depth interviews to get an objective picture of the competence of all individuals. Our extensive Sourcing and Supply Chain experience ensures you will get a clear picture of the team's skills levels.

Tailor-made analysis

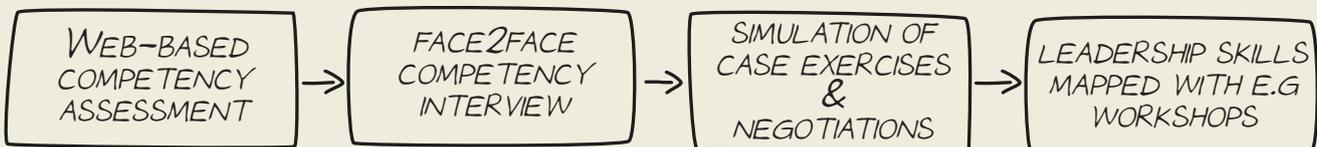
All our surveys are tailored to fit the company's industry-specific skills requirements. We offer up to four different levels of skills mapping (as shown below).

Close the competency Gaps!

The different levels of competence of the team usually create problems in the organization. We can then tailor training efforts that help you lift the team's skills to a level that meets or exceeds your requirements.

Examples of content:

- Overview of the team's competence level
- Identification of gaps between actual and desired competence levels
- Assessment of individuals' motivation levels
- Assessment of individuals' knowledge levels
- Evaluation of individuals' work experience
- Key competencies - what are they?
- Support for salary and development discussions



A COACH OR MENTOR FOR YOU, AN ADVISOR FOR YOUR TEAM

We offer experienced coaches (according to ICF) and mentors for your personal development. Does your organisation or group need an experienced expert adviser, we offer the right person with a large battery of models, work materials and principles to support and develop. The expert adviser has an extensive background as a senior specialist and manager.

ONE OF OUR COACHES

KRISTER JAKOBSSON

Krister has 27 years of experience in management within Supply Chain in Electrolux and Husqvarna as Senior Vice President Group Purchasing and former Group Director Materials in Electrolux US. As responsible for Supply Chain Krister have worked globally, not only in Europe but also in Asia och US with optimising and developing the purchasing function and organisation. One area of expertise is Kristers ability to organise and develop purchasing processes in collaboration with other divisions in a company.





Purchasing

From buyers to business developers and value creators

From being a service and support function to the production team, Purchasing has gained importance with regard to the company's strategic development. Buyers today are considered to be strategic business people who select and implement commercially advantageous and sustainable relationships with suppliers. Their role as a "mere" material planner is now long gone - thank goodness.

Of course, understanding of this varies from company to company and industry to industry, but in modern companies Purchasing has a much larger influence today than ever before. Naturally this leads to an increased need for highly trained employees. Our purchasing training programs cover basic training to advanced levels of training.

CATEGORY MANAGEMENT - ROAD TO SUCCESS

To succeed with Category Management

This is the development program for those who work or want to apply Category Management in your organization. We at Scandinavian Purchasing Group have completed a large number of successful Category Management projects. Both in retail and industry, nationally and internationally on small and medium-sized companies such as global giants. Over the years, we have accumulated a wealth of knowledge and experience on how to successfully implement category work to develop over time.

We have seen huge savings and improvement potentials realized with Category Management, which had not been realized in a "classic purchasing process thinking". Only when the organization understands that this is a business process can the big change happen. Everything is about how the organization dares to change instead of doing as it always did. Is the management team prepared to fully support the change? And create forums for follow-up in purchasing board or sourcing councils with cross-functional participation? These are some of the prerequisites for success with Category Management.

"MAXIMIZE VALUE THROUGH CATEGORY MANAGEMENT"

Category Management is a strategic approach to maximize value, benefit and profit for the organization through structured procurement work with cross-functional participation. Category Management is not just a process, but a philosophy that when used correctly can deliver dramatic savings and values to an organization. It is also an important approach to strengthen the understanding of how focus on purchasing issues generates better profitability, improves competitiveness and strengthens the brand.

We have developed a training program aimed at developing the organization with Category Management. Our trainings are aimed at four target groups; senior management, category owners, strategic purchasers and operational purchasers. Sometimes also for others in the organization who buy and have supplier contacts.

We have a clear methodology and will take you through the process in a practical way so that after the training you have the knowledge of how to run your product groups or categories. The training provides you with an approach to identifying, developing and maximizing the value delivered from your suppliers. You will be helped to develop well-adapted strategies and activities aimed at different supplier groups.

You should also be able to drive the strategic work internally / locally / globally through your "Category teams" by documenting, communicating and implementing the category strategy and delivering the savings and improvements that exist.

The power and speed of implementation distinguish the successful companies. Ninety percent of the success depends on implementation. Action talks ...

Implementation of Category Management

Top Management seminar

1/2 DAY

Focus on helping company management understand the concept of Category Management. The seminar goes through the main principles of Category Management and the decision-maker's role in this process as well as suggestions for management and support from management - all to achieve maximum benefit, legitimacy, cost reduction and business development.

Category Management workshop

1 DAY

This "start" seminar provides an introduction to the comprehensive process and principles of Category Management. The target group is the purchasing management with the strategic purchasers and category managers. Some of the tools and successful projects from other companies that have implemented the Category Management philosophy.

Training in Category Management

8-15 DAYS - SOURCING EXCELLENCE PROGRAM

This program provides Purchasing Managers, Strategic Buyers, or others who are responsible for running their own category a complete training on how the work will run. The training is often supplemented with other subject areas such as leadership, presentation technique or stakeholder management. We always work with the participants' own categories.

Training in Sourcing Management

8 DAYS - SOURCING ACADEMY

This program is aimed at the purchasers of core / extended teams ie. those who sit at the local level and manage the current / daily purchasing transactions. In this program, they gain basic knowledge and understanding of how sourcing and category work must be undertaken in order for the company to have the full effect of the strategies that have been created.

THE SOURCING EXCELLENCE PROGRAM

8 DAYS



The Sourcing Excellence Program is our program within Category Management. The program that helps you structure your purchasing categories, develop category strategies and implement them. We have a clear business focus throughout the program with the goal of finding improvements and lowering the costs of the product and service groups you are responsible for. We go from a purchasing process to a business process. We become business developers.

The Sourcing Excellence Program



Purpose and learning objectives:

- To lead and run their own purchasing category
- To be able to develop working methods and contribute to the development of the purchasing function
- To work cross-functionally to maximize your business
- Gaining competence to give the most important business / need owners in the company a strategic and business value
- How to get maximum value from the supplier market
- To develop clear plans for lowering costs, increasing performance and creating value for the organization
- Creating category plans and strategies for selected product groups
- Getting tools to lead the category team

Before the management you should be able to:

- describe the value of working strategically with purchasing
- outline the category strategies you created during the program
- show procedures for best cost outcomes
- show how decisions have been made with need owners
- present different analyzes before making decisions
- report what decisions are needed from the management
- present negotiation strategies
- present clear implementation strategies
- plan and lead negotiations

Who should go?

The program addresses all buyers and purchasing managers who are in charge of their own supplier portfolio and their own supply categories. The program is especially useful for those who work as Category Managers or intend to do so in a near future.

Training set-up

This is a practical program i.e. all participants can apply their new knowledge directly. The participants' own categories are used as work material continuously throughout the program.

Between the modules, participants work on their category plans to implement the obtained knowledge from each module.

As a red thread throughout the entire program runs the category strategy document. This is the document that the participants will report to the management team to get approved and receive a diploma from the program.

Templates included:

- Exploratory / purchasing analysis
- Category plans- / strategies
- The dossier - the toolbox
- Internal sales / workshop material for category teams and stakeholders
- Executive summary

Module 1**CATEGORY MANAGEMENT**

In Module 1, we go through the concept of Category Management. You will learn methods to maximize value within your category, product group and through your suppliers. We teach you how to develop custom strategies and understand the possibilities of successful purchasing with Category Management. Through a well-balanced strategy between global and local sourcing and the introduction of professional working methods, you will have the opportunity to deliver good business to your internal customers.

Examples of content:

- The basic principles of "Category Management"
- Segmentation / spend analysis / opportunity matrix
- Stakeholder management
- Governance models
- To lead the category team in the matrix
- Strategy development
- Implementation the strategy
- Templates / dashboards
- Review of our "Category Management Toolbox"

Module 2**TOTAL COST MANAGEMENT**

Here we capture the total cost from a value chain perspective. Which cost parameters are critical when purchasing locally or from LCC countries? Each category manager must be able to describe and calculate differences in total costs, not just in prices. It also means that risks must be able to be analyzed and calculated. It is also important to understand the cost drivers that govern the cost picture of goods and services globally and locally.

Examples of content:

- Total cost perspective and mapping of value chain cost driver
- Offshoring - Calculations to evaluate global vs. local sourcing
- Fact-based product cost analysis
- Understanding of cost drivers in products and services
- Cost indices - how they are structured and where we can find them?
- Working with value analysis
- Efficiency factors affecting costs

Module 3**SUPPLIERS STRATEGY**

Purchasing and procurement are today of strategic importance for most companies and the proportion of purchased materials and services is increasing. This leads to increased contact with suppliers and partners and in the global market these contacts become more important. This means that the requirement for speed in communication increases and generates more complex supplier relationships.

Examples of content:

- What is Supplier Relationship Management, SRM
- Future demands on the suppliers
- Supplier assessment and supplier evaluation
- Financial ratios
- Risk management
- Supplier development - SQA / SQE
- Which KPIs are relevant?
- How do you create good supplier days?

Module 4**NEGOTIATION STRATEGY**

To go from category strategy to negotiation strategy. In Module 4, we review which negotiation strategies are relevant to the category strategies that have been developed under previous modules. How should I realize these with my local sourcing teams and what support and support do the teams need to succeed?

Examples of content:

- From category strategy to negotiation strategy
- Your team and your own negotiation style
- Different types of negotiations strategies
- Negotiating from a position of weakness
- To support your category team in negotiations
- How to build a "negotiation engine"
- Negotiation exercises

ONE OF OUR TEACHERS**SIGFRID RYTEN**

Sigfrid is one of Sweden's most experienced trainers and consultants in the area of sourcing, Category Management and negotiation. He has driven a large number of change and savings projects in the purchasing area, nationally and internationally and over the years he has taught thousands of buyers in purchasing and negotiation.



THE SOURCING ACADEMY

8 DAYS



The Sourcing Academy is our undergraduate course in Sourcing Management. We have created this program based on the latest digital technologies and research in purchasing and sourcing. During the program we will take you through the entire journey from internal requirements specification to liquidation or further development of the product or service.

The Sourcing Academy



Our basic training in sourcing

You are already working on making purchasing decisions today, but you want to get a holistic perspective on the entire purchasing process. You want to get methods, tools and practical tips on how to do better business. Through the Sourcing Academy program, you gain these knowledge and insights into the different parts of purchasing, from purchasing technique to negotiation. You get a holistic perspective on the entire purchasing process, making you a safe, proactive and more professional buyer. You will learn how successful purchasing processes in various industries are organized and managed.

One of the most important activities of the purchasing function is to secure the best suppliers with the best products or services on the market. How do we find, evaluate and develop these? And how do we face out those who do not live up to the requirements? The requirements created by our internal stakeholders or the development projects for which we are responsible for purchasing. Here, the purchasing function has a responsibility to develop the supplier base and create business benefits for the company. This is the starting point of our Sourcing Academy.

Purpose and training objectives

The purpose of the program is to gain an insight into how we create business benefits for the company with successful purchasing work.

Who should go?

Buyers, product developers, production managers or technicians who will drive or participate in any kind of purchasing project.

Program setup (internal)

We have conducted the Sourcing Academy at several companies with very successful results, both in industry and retail, nationally and internationally. We adapt the layout to the customer's business with the customer's own templates, tools, ethical documents, policies etc., so that we do not "invent" new templates or documents. It simplifies learning and behavior change.

The program is conducted with several workshops that generate daily results.

To get a greater effect from the training efforts, we work with the following concepts; **preparation - implementation - follow-up**.

In preparation (before the start of the program), the participant reads some literature / information or prepares his own documents or examples to be included in the program. In this way, the participants read the same basic information in the theme, which allows for a faster start.

During the implementation of the program, we help participants identify their own potential for improvement. We work with the participants' own savings / sourcing projects, ie the participant sets their own goals within their own projects which are followed up and reported. What each participant learned and how to implement this is documented.

In the follow-up, which is done a certain time after the program, we follow up the savings projects that the participants created and delivered.

Templates included:

- Sourcing Excellence Project Toolbox
- Inquiry / quotation documents
- Agreement Templates
- Supplier Assessment Checklists
- Negotiation Checklist
- Project Templates

Module 1**PURCHASING AND LEGAL PROCESS**

In module 1, we start the journey towards sourcing the products and services we will procure. You will learn methods to maximize the value of the transactions you are responsible for. How do we create effective procurement processes for our internal clients? Where do we find suppliers for the products / services to be procured? What does the legal process look like and what should you think about so that everything gets right?

Examples of content:

- Company business - what is my role / responsibility?
- "Businessmanship" - delivering value
- Purchasing strategies - the category strategy governs
- Market analysis - product / price / supplier / performance
- How do we document the procurement and the deal?
- The legal process
- Various contract types; NDA / Lol / Dev. agreements / Tool agreement
- Standard Agreement / Incoterms
- Purchasing "Toolbox - the digital toolbox"

Module 2**CALCULATIONS AND OFFERS**

We follow the entire cost chain that creates the price to the end customer. What does the total cost look like? Where is the efficiency potential and the potential for savings? Are we price takers or price givers? How should we formulate the inquiry so that we can easily choose which supplier to negotiate with? How should we evaluate the offers we receive? Each buyer must be able to describe and calculate differences in total costs, not just in prices.

Examples of content:

- Value chain mapping - mapping the value chain
- The calculation as a base - "should cost" analysis
- Fact-based cost breakdown
- Understanding of cost drivers in goods / services / production
- Cost index - how are they constructed and where can you find them?
- Cost calculations - transport / capital tied up / distribution
- Inquiry / quotation - techniques
- What digital calculation and quotation tools are available?

Module 3**SUPPLIER SELECTION**

Choosing a supplier is one of your most important tasks as a buyer. With the right supplier, you secure deliveries / cost picture, develop products / services and create profitability for the company. During this module we go through the whole process and give tips and methods on how to act. From working with supplier requirements, finding, evaluating, developing and faze out suppliers.

Examples of content:

- What is Supplier Relationship Management?
- The demands of the future on the supply chain
- Supplier assessment and supplier evaluation
- Financial supplier assessment
- Risk Management
- Supplier Categorization
- Which KPIs are relevant?
- How do we work with supplier development?

Module 4**THE NEGOTIATION**

During the previous modules, we have prepared for the upcoming business deal. Now it will land. How to make it happen? In this module we give you basic knowledge and training on how to handle different types of negotiation situations and suggestions on how they can be solved. We go through techniques to prepare, execute and follow up negotiations. The focus is to give you the confidence to develop your business relationships in a professional way.

Examples of content:

- From category strategy to negotiation strategy
- The negotiation process
- Collaborative vs. competitive behavior
- Successful behaviors
- Argumentation technique
- Price Negotiation
- Negotiating leader and team
- Negotiation from a weak position
- Negotiation Exercises

ONE OF OUR TEACHERS

BJARNE LINDBERG

Bjarne has experience from the manufacturing industry mainly towards Automotive and Medical from his positions as SVP Global Sourcing within Haldex and Nolato. Bjarne has experience as CFO in listed company, and CEO of a small company in the plastics industry.



E-SOURCING - PROCUREMENT WITH DIGITAL SUPPORT

2+2 DAYS

The use of digital tools such as e-Sourcing to their full potential can help double productivity in delivering supplier contracts and agreements. In addition, it has been shown that e-Sourcing solutions deliver substantial savings. This course gives you the basic tools to manage your purchasing process, wholly or partially using e-Sourcing tools, and demonstrates how e-Sourcing can deliver large administrative and commercial benefits. Participants will learn to work with an e-Sourcing tool.

”THE TOOL FOR THE PROFESSIONAL PURCHASING ORGANISATION”

The course is a basic training session, led by experts, where we take groups through practical examples, preferably drawn from your own business environment. During the course you will learn how RFIs, RFPs and RFQs should be developed to source both goods and services. The course is divided into two parts, with two days of practical work between sessions.

Purpose and learning objectives

After completing the training, you will be able to select projects and then implement simple contracts with the support of an e-Sourcing tool. The goal is for you to develop into a modern purchaser and realise the potential of effective purchasing.

Who should go?

This course is for those who are active buyers or responsible for purchasing and supplier negotiations. You should be familiar with business purchasing and comfortable with the purchasing process at all stages. You do not need have previous experience in digital support, but should be familiar with Excel.

Examples of content:

- e-Sourcing – as support to modern purchasing
- How e-Sourcing fits into the purchasing strategy
- Can everything be purchased using e-Sourcing?
- Suitability Criteria for using e-Sourcing
- How to engage suppliers in the process
- Development of RFIs and RFPs for complex products and services
- Case studies and exercises
- Bid evaluation examples
- Negotiations vs. e-Auctions

PART TIME BUYER - THE DRIVER'S LICENSE

2 DAYS

This training is aimed at those who buy and negotiate without being a full-time buyer for that matter. A large part of a company's purchase and negotiation is made by people who actually have other main tasks. However, if these "part-time purchasers" do not have sufficient knowledge, the result may be that the purchases are carried out without adequate quality and cost control. This is where the training Business Purchasing comes into the picture and gives you the basics of a purchasing process based on current and exciting case studies.

Purpose and training objectives

The aim of the training is that you who are not purchasers on a "full time" basis get a basic understanding of critical aspects of the purchasing process and the knowledge needed to carry out successful business procurement.

Who should go?

The training is at an introductory level in purchasing and negotiation and is aimed at anyone who in their daily work orders and purchases such as: project managers, managers, assistants, controllers, business managers, sales people, product managers, technicians and designers.

Examples of content:

- The importance of purchasing in the organization
- The role and task of purchasing
- The negotiation process step by step
- Business and ethics
- Agreement / authorization / blanket
- Standard Conditions
- Purchasing Finance
- Supplier relationships
- Calculation and pricing methods
- How does the seller work?

SUPPLIER RELATIONSHIP MANAGEMENT

2 DAYS



Sourcing and procurement are of strategic significance in most modern businesses with an increase of purchased or outsourced, revenue share. The fact that we purchase or outsource more value naturally leads to increased interaction with suppliers or partners. In the global market these interactions are becoming more critical, more international, faster and thus more complex. Today it is quite obvious for most managers that we can create competitive advantage for our own business with the help of our suppliers, rather than “in spite of” (which has been the traditional view).

”CREATING COMPETITIVENESS THROUGH OUR SUPPLIERS”

The relationship with suppliers covers preparation, implementation and tracking, as well as the occasional termination or phasing out of supplier relationships. A model is needed to handle these relations; we call this SRM – Supplier Relationship Management.

Purpose and learning objectives

To provide knowledge on the areas of importance when it comes to the assessment and selection of suppliers, as well as information on work methods to use during the process. To understand how to manage supplier relationships and monitor supplier performance. How can we establish and maintain/ develop a good working relationship with our suppliers? What are the considerations when a relationship with a supplier is coming to an end?

Who should go?

Participants from organisations that are involved in supplier relations, working within areas such as purchasing, quality assurance, product development or production.

Examples of content:

- What is Supplier Relationship Management, SRM?
- Trends in SRM
- The demands for the future
- Supplier Assessment and Supplier Evaluation
- Sustainability as a tool
- Financial ratios and risk management
- International business
- Risk Management
- Supplier score card
- Start up, development and phase out suppliers
- Contract and Legal Aspects
- To go from frustration to value creation
- Examples from Eastern Europe, India and China

ONE OF OUR TEACHERS

MARCUS OLSSON

Marcus holds an M.Sc. in economics from Stockholm University and 15 years of experience in strategic purchasing and Supply Chain Management. Previous positions include, among other things, 6 years in Europe in supplier finance and supplier development and 4 years in China as category manager Business Development Manager. He has extensive experience in product development together with suppliers in, among other things, construction machinery and home furnishings.





CONTRACT LAW

- Is it part of your job to do business, buy or sell?

Whether you buy or sell in large or small quantities, frequently or infrequently, you need to mitigate business risk by utilising effective legal techniques. You may know how you operate internally as a business, but what do your suppliers or customers know about you? And more importantly: what do you know about them?

Our training covers your daily work and even if you are unfamiliar with the buying and selling process, you should know more about the laws which govern the process. In addition, we discuss several real-life legal precedents and case studies from various industries to see how problems between buyers and sellers have been resolved, or could have been resolved. You can also bring any contractual issues with you to the training - we'll help you look into them!

COMMERCIAL AND CONTRACT LAW

2 DAYS

A prerequisite for good business is minimising conflict created by entering into an agreement with your supplier. This training focuses on contract law, commercial law and the Interest Act - three legal areas which are particularly important for anyone who does business.

”IMPORTANT AREAS FOR EVERYONE WHO DOES BUSINESS”

You will study recent findings, learning how to execute accurate and secure contracts. You will also learn the commercial responsibilities and obligations of both seller and buyer. After the training, you will be more effective in your job and, above all, able to significantly reduce the risk of potentially costly disputes.

Purpose and learning objectives

The aim is to raise awareness of the latest updated commercial law. Participants will learn to carry out the Purchasing process professionally and conduct

commercial negotiations effectively and confidently thereby reducing the incidence of costly disputes.

Who should go?

You who works as a buyer or seller, plus everybody else who contracts and trades and want to deepen the knowledge of business law.

Examples of content:

- Contract law: contracts, offer and acceptance model, power of attorney and invalid contracts
- Commercial law: questions on delivery and incoterms, implication of late delivery and defective goods
- Penalty clauses: payment terms and late payment

COMMERCIAL AGREEMENTS AND INTERNATIONAL TRADE LAW

2 DAYS

In recent years, there has been an increase in the use of standardised agreements by organisations. At the same time, exports and imports have increased dramatically all over the world. We no longer just do business with neighbouring countries with similar legal systems; we are increasingly working with more distant countries with very different rules and approaches.

This course focuses partially on how various norms are interpreted and can be used to avoid disputes and infringements of statutory law. We also look at the treaty for the International Sale of Goods and how international disputes are handled in court. The course is based on the participant's own situation and other influencing factors and by doing exercises.

Purpose and learning objectives

This course aims to give you a specialisation at the global trading level in commercial law and international trade law. The goal is to avoid legal pitfalls and difficult disputes relating to international commerce.

Who should go?

You currently handle contractual matters and want to update your knowledge of international commerce and contract law.

Examples of content:

- Standards and interpretations of norms, contract law, claims and damages
- Long-term contracts and changes in circumstances
- Incoterms (delivery terms) and costs due to transports
- International commerce - delivery, delays, defective goods and claims
- Conflicting legal frameworks - which country's jurisdiction applies in international commerce?
- Arbitration - where to resolve an international dispute?
- International private and procedural law
- Contract law - various forms of agreement and negotiation models

ONE OF OUR TEACHERS

ANNA-LENA ISAKSSON

Anna-Lena has a Master of Laws with extensive experience as a corporate lawyer from both IT companies and industrial enterprises. She has worked with international agreements, with focus on purchasing and distribution and today she operates as a consultant where she helps and advises small- and medium-sized companies in corporate law as well as in board issues.



COST MANAGEMENT

- Do you understand the cost to produce certain goods, why and how you can impact it? As the global market evolves, companies need to constantly cope with changes while making sure that there is no mismanagement in any important aspects, mainly in the cost sector. This is a critical factor that governs the business dynamics and ensures business continuity and sustainable profitability. A lack of cost management can greatly affect profitability and business processes. This demonstrates the vital importance of cost management training to upskill employees' capabilities so that they can use best practices and take critical decisions efficiently as far as managing cost is concerned.

Welcome to our trainings in Cost Management, you will learn how to control your costs with different types of tools, such as value engineering, value analysis, value chain mapping and TCO tools. All in the purpose to increase your profit margin.

COST MANAGEMENT

3 DAYS

This training will give you, as a buyer, help in becoming a specialist in costs and pricing. We teach you to become your organisation's true "cost-cutter" and you will learn to understand how suppliers calculate their costs and selling price. A detailed analysis of a product's cost has two main objectives: to provide a powerful basis for negotiation and for cost reduction activities. The course also provides a basis for tracking ongoing costs, thus leveraging price discussions.

Purpose and learning objectives

To provide the basics of cost management needed to understand the own and the provider's cost structure and pricing.

Who should go?

Buyers at all levels who want to learn how to use cost analysis and TCO as decision tools for savings in projects and negotiations.

Examples of content:

- Development of product calculations
- Why and how should I use calculus?
- Supplier's fixed and variable costs
- How do suppliers benefit of fixed costs?
- Different types of costs
- Cost implications
- Margin and profit calculation
- Productivity impact on costs
- TCO analysis tools
- Cost breakdown analysis
- Review some of the tools on the market

COST MANAGEMENT - AVANCERAD

3 DAYS

This training takes cost management to the next level by reviewing the use of more useful tools. Value Analysis is the most powerful method for cost-optimising a product's design. By understanding in detail product costs, how product requirements affect cost, you can obtain valuable information for use in negotiations and cost saving decisions.

"THE VALUE ANALYSIS IS A POWERFUL METHOD FOR COST OPTIMISE A CONSTRUCTION"

Other methods and tools under consideration are lean manufacturing, Kaizen, Initial Analysis (IA) process optimisation, Value Stream mapping etc.

Purpose and learning objectives

To provide practical tools for cost reduction activities, beyond standard analysis. This is an advanced training course for buyers and product managers who want to use structured methods to identify cost savings. The methods used are effective for the purchase of products and components, but can also be applied to the purchase of services.

Who should go?

Technical buyers, product developers, production managers and technicians who are going to participate in cost saving projects.

Examples of content:

- Introduction and orientation of value analysis and its utility
- Cost Breakdown Analysis
- Efficiency curves
- ABC costing and overhead costs
- Project Management Tools for managing cost saving projects
- Process optimisation tools
- Advanced index calculations
- Value Stream Mapping
- Functional analysis

ONE OF OUR TEACHERS

LUDVIG OLSSON

Ludvig has 20 years of international experience from financial controlling and Supply Chain Management. He has extensive experience from process and manufacturing industries as well as from retail. Supplier selection and supplier development in eastern Europe and Asia has been a focus area for the past 10 years. Previous experience includes Business Development for IKEA in Belarus, Purchase Strategist for IKEA of Sweden and Supply Chain Director for Aura Light International.





NEGOTIATION

- Are you properly prepared for negotiations in the coming year?

Our program is intended for people involved in buying and selling and who wish to understand and influence events in their negotiations. The courses are highly interactive and based on role-play, negotiation theory and analysis. Using modern technology, you will learn to analyse different negotiation situations.

We use a simple but powerful model for negotiation preparation from Harvard Law School which has been further developed at the Stockholm School of Economics. You will be trained in various types of negotiations, with the aim of achieving a better understanding of how communication, psychology and your own behaviour affect the outcome of negotiations.

NEGOTIATION TECHNIQUE

2-3 DAYS



To meet the increased requirements for growth for any organisation, increased focus on supplier relationships is vital. There are often complex business situations to be resolved which require employees who interact with suppliers do so in a professional manner. One way to find new business solutions and act professionally is to acquire knowledge of negotiation techniques. As a buyer, this should be a "core business" activity.

"PRACTICE IN AN ENVIRONMENT WHERE YOU CAN STRETCH YOUR LIMITS"

How often do you actually train your negotiating skills? Perhaps it is time to train in an environment where you can go through the whole negotiation process and get tips on how you, as a professional negotiator, should behave. This training will give you the opportunity.

Purpose and learning objectives

The aim is to help you gain a basic understanding of the negotiation process in its various stages and how they fit together. The goal is that you after the course on your own will plan, implement and follow up on your negotiations.

Who should go?

Persons that want to understand how a negotiation process is structured, learn its basics and train practical negotiating skills.

Examples of content:

- Models of systematic negotiation preparation
- Purchasing strategies vs. negotiation strategies
- The purchasing process
- The negotiation process
- Problem-solving negotiations
- Deeper insights into the psychology of negotiation
- Training in practical negotiation skills
- Phasing out suppliers
- Changes in purchase volumes
- Price negotiations
- Single source situations

ONE OF OUR TEACHERS

JOHAN LAGERBIELKE

Johan has a background as a researcher in economic psychology at the Stockholm School of Economics, with an MBA in psychology. Since 1995 he has been working full time as a lecturer and education consultant on negotiations and negotiating issues for companies such as Mannheimer Swartling, Skandia, Skanska, DUNI, IFL, Terracom and Folksam. Johan is also a principal negotiation trainer for The Swedish Bar Association.



NEGOTIATION TECHNIQUE - ADVANCED

3 DAYS



This is advanced negotiation training for professional negotiators, with very high standards. The starting point is your own negotiating strengths and your personal profile. You will practice in sessions, beginning with a number of negotiation exercises. The complexity of the exercises increases gradually during the course. The exercises can be based on your own negotiation situations.

“DO YOU NEED PERSONAL FEEDBACK ON YOUR NEGOTIATION PROGRESS”

The main purpose of this training is to provide participants with personalised feedback on their negotiation behaviour. We video record several exercises so we accurately can analyse your and the group's negotiation behaviour.

Purpose and learning objectives

The aim is to provide deep knowledge of how your personal behaviour can influence the outcome of the negotiation process.

Who should go?

Personnel who participate in or lead business negotiations and want to improve their ability to plan and conduct successful negotiations.

Examples of content:

- Psychological aspects
- Communications
- The psychology behind price negotiations
- Barriers to negotiation
- Different negotiation profiles
- Interaction within the negotiating team
- Feedback on your negotiating behaviour
- Personal negotiation tips
- What types of purchase negotiations is right for you?
- How to develop your strengths
- Cultural aspects

We prepare for situations such as:

- Different types of conflicts
- Problem solving negotiations
- Competitive purchasing
- Claims negotiations
- Changing supplier

YEARLY NEGOTIATIONS / CATEGORY NEGOTIATIONS

3-5 DAYS



We have developed a coaching program where we work with your upcoming negotiating situations. We coach you through your annual purchasing and negotiating situations. The training is organized in several steps where each step in the negotiation process is evaluated. We look at what purchasing category you want to negotiate and what negotiation strategy to apply. We develop RFI / RFQ material and create the negotiation case that we practice on the basis of the quotation from the suppliers, and then follow up the actual negotiations and evaluate the next step. This training / coaching uses only the participants' own negotiation situations as a starting point for the negotiation training.

Purpose and training objectives

The goal of this training program is to provide support in your real-world negotiation situations by professional negotiating coaches. We train your dealers and negotiation leaders and create a train-the-trainer program so that you create a negotiating engine year after year.

Who should go?

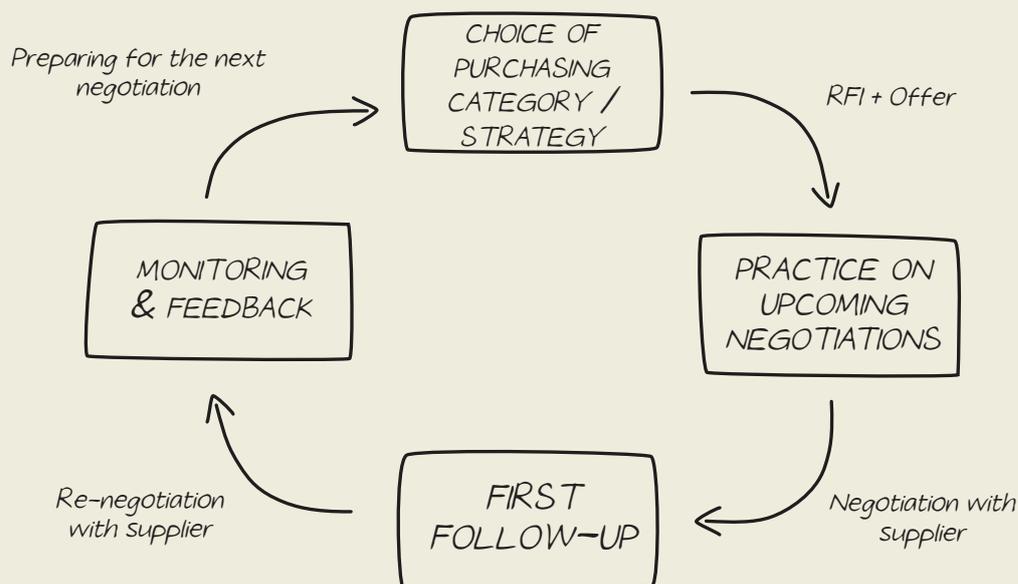
You who want to be coached in your upcoming negotiations and develop your negotiating team.

Examples of content:

- Negotiation planning / game plan
- Negotiation Strategies
- My negotiation profile
- Counterparty's negotiating profile
- Argumentation technique
- Personal feedback

We prepare for situations such as:

- Choice of negotiation strategy and tactics
- Argument handling and psychological influence
- To build up the bargaining power
- Re-negotiation



INDUSTRY 4.0

- Are you ready for the future?

Industry 4.0 stands for the complete digitalisation of the industry. The term describes the comprehensive transformation to flexible and adaptable production networks on the basis of networked and data driven infrastructure. The target of industry 4.0 is therefore the intelligent company, that is characterized by transformation ability, efficiency of resources, collaboration of humans and machines and a continuous integration of adding value partners.

Thereby the digitalization is going to change our whole working environment and therewith the function of the people. New potentials for efficiency and cost reduction as well as new products and services based on innovative business models are created.

”THE INDUSTRY 4.0 DEMANDS WILL CHANGE THE SUPPLIER MARKET COMPLETELY - EITHER YOU ADAPT OR LOSE BUSINESS”

Sigfrid Rytten, CEO, Scandinavian Purchasing Group

DIGITALIZATION & INDUSTRY 4.0



Scandinavian Purchasing Group and The German Innovation Center for Industry 4.0 are jointly providing the leading international training program on digitalization and industry 4.0. The training program is in place in more than 12 countries worldwide and it provides the full set of knowledge for the transformation process to implement Industry 4.0. The training is based on a cross-functional approach.

Digitization & Industry 4.0



Benefits with the program

You will learn about the specific approaches, concepts and technologies of industry 4.0 for your own company while getting a systematic understanding of digital transformation of the industry. The training provides you with experience of implemented industry 4.0 benchmark projects all around the world, that will help you to understand the potentials and applications.

Applied methods

- Facilitated content transfer
- Interactive group discussions
- Analysis of case studies (implemented projects)
- Group exercises (e. g. technology-potential estimation)

***”THE ROADMAP TO BECOME
THE DIGITAL LEADER”***

Training formats:

Our training programs are customised and include examples and case studies from the client's own organisation.

The program come in various formats:

Executive seminar

A seminar on the latest research on Industri 4.0

Open trainings

We run open trainings in Industry 4.0

In-house programs

We custom build a Industry 4.0 program for your employees depending on your company's unique challenges

Coaching/Implementation

Our specialists train your employees how to do their job according to industry best practice. We meet up with your staff weekly or bi-week

CONCEPTS AND BUSINESS MODEL OF INDUSTRY 4.0

2 DAYS

Training 1 is an in-depth introduction to industry 4.0 and digitalization. It covers both, the enabling technologies like IoT and Big Data, and the related industry changes in the consequence of digitalization. The training provides a strong conceptual foundation for the whole topic and covers major digitalization challenges related to production, R&D, logistics and business models

Key questions

- Why is it important to act early? How does digitalisation change the world?
- Which development roadmaps are possible with i4.0?
- What new possibilities are created for the production environment, logistic and R&D?
- Why are new business models the major challenge of i4.0?

Key benefits

- To get an structured and sytematic understanding of i4.0
- To understand enabeling technologies of i4.0
- Learning about technological and non-technological challencges related to i4.0
- Understanding of the potential use of i4.0

Examples of content:

- Development of the industry 4.0 concept
- Basics of digitalization
- Big Data
- Internet of Things and Services
- Industry 4.0 Matrix
- Horizontal and vertical integration
- Research & Development 4.0
- Production 4.0
- Logistics 4.0
- Business model innovation 4.0

INDUSTRY 4.0 - DIGITAL DEMANDS AND POTENTIALS

2 DAYS

Training 2 is the next step towards a comprehensive understanding of industry 4.0 concepts and technologies. The training focuses on digital potentials in important functions like quality management, maintenance, after sales and business development. Additionally, the implementation of a fully data-driven company is addressed from different angles.

Key questions

- How can data-driven maintenance help to increase efficiency and to save money ?
- What kind of additional business opportunities arises from digital after sales services ?
- Why is it important for companies to become a part of a digital eco system ?
- How will autonomous systems and sensitive robots change the way how factories are organized ?
- How is i4.0 changing the role and the meaning of employees and work?

***”INDUSTRY 4.0 IS
10% TECHNOLOGY &
90% CULTURE CHANGE”***

Key benefits

- Understanding the digital relations between diffrent company functions
- Learn and understand the value of data along the whole value chain
- Understand the digital impact of i4.0 for future industry structures.
- To learn about new revenue potentials of digital business models
- Understand the human factor behind i4.0

Examples of content:

- Wrap-Up training 1
- Quality management 4.0
- Maintenance 4.0
- After sales services 4.0
- Business analytics and data mining
- Ecosystems 4.0
- Horizontal and vertical integration
- Robotics 4.0
- Autonomous Systems
- Employment and workplace 4.0

INDUSTRY 4.0 - SUSTAINABLE IMPLEMENTATION

2 DAYS



Training 3 is the final training of the digitalization and industry 4.0 driver licence. After the completion of this training, participants are invited to take an online exam to confirm their acquired competence on industry 4.0 and digitalization.

Training 3 is mainly focused on the implementation challenges of industry 4.0 projects. Thereby, the training covers crucial aspects of change management, agile project management and the whole IT system environment of a fully digitalized company.

You learn specific approaches to a problem of industry 4.0 for your own company. You get a systematic understanding of digital transformation of the industry. You get to know already realized industry 4.0 projects.

Key questions

- How will Human-Machine Collaboration changing the work organisation?
- Why does it make sense to consider AR/VR for future factory setups?
- How can Cloud Computing improve the IT infrastructure with more flexibility and scalability?
- What needs to be considered for new IT environments and security mechanisms?
- Why is digital engineering a crucial part of i4.0?
- Which applications should be considered for additive manufacturing?
- Why is Change Management the critical success factor for all i4.0 activities?

Key benefits

- To understand different implementation options of i4.0
- Understanding the IT setup behind i4.0 projects
- Structure design and organization of i4.0 transformations
- Understanding the necessity of cloud systems for i4.0
- To get a full picture of i4.0 from a practitioners perspective

Examples of content:

- Wrap-Up training 2
- Human machine collaboration
- Assistance Systems, Augmented reality and Virtual Reality
- Cloud computing and service orientation
- Software system environment
- Change management for i4.0
- IT security
- Continuous and digital engineering
- Additive manufacturing and 3D printing
- Digital implementation management

"Industry 4.0 is more than just new technology. It changes the whole way how companies are organized, how they conduct operations and what kind of business models they apply."

Dr. Philipp Ramin, CEO,
The German Innovation Center for Industry 4.0

ONE OF OUR TEACHERS

PHILIPP RAMIN

Philipp has studied Business Management at the University of Regensburg and American University with a focus on technology, innovation and leadership. He has extensive experience in process improvement projects in the automotive industry from, among others, Mercedes-Benz and BMW. Since 2008, Philipp has worked with digital business models through various technology projects and since 2012 has been a PhD student at the Chair of Innovation and Technology Management.





SUPPLY CHAIN MANAGEMENT

- Cross-functional collaboration within and between companies
Supply Chain Management is a gigantic area and sometimes has the ambition to want to include "everything". In a way, this is true. Most role-holders in the company have a direct or indirect influence on how this collaboration works. Sometimes it can be difficult to start at the right end. The area can be perceived as pretentious with all experts, consultants and three-letter abbreviations. Therefore, it is important to be able to concretise and simplify. The courses and seminars described in this section are delimited, concrete and straightforward, with the aim of reaching a decision to start concrete activities. We focus entirely on your employees and conditions.

EXCELLENCE IN PLANNING

2 + 1 DAYS



Delays and bottlenecks are common in the industry and often lead to reduced customer satisfaction and increased capital tied up. In this program, we initiate activities to increase the efficiency of order handling and delivery monitoring. We give you the basics of how a cross-functional collaboration can create balance in the supply chain with a methodology suitable for the procurement of raw materials and components, but also for production planning or inventory control. We help you practice the methodology and develop new data, which is not difficult, but it requires a lot of work and patience.

”BECOME A MASTER IN INVENTORY MANAGEMENT AND PLANNING”

During the program, we challenge challenging patterns and tensions within the organization. This means that strong commitment and a desire to succeed is a prerequisite.

Purpose and learning objectives

The goal is for participants to understand and master the most important rules of the game for how an effective planning process can be built up. By getting a better overview, we can reduce the administration, the tied up capital and the stress in an organization.

Who should go?

The program is aimed at leaders and practitioners at the tactical and operational level in purchasing, production planning and sales.

Disposition

For two days we go through the basics of inventory management and planning, we use the participants' own problems as a red thread in the program. After the 2 days we make a break so the participants get home and work on the new working methods. After about 2-3 weeks we meet again and follow up any questions.

Examples of content:

- ABC analysis and sensitivity analysis on their own assortment
- How is the business system set up? What parameters are used?
- Identify possible obstacles and difficulties
- Create a process for measurement and monitoring
- Does the business system provide a sufficient overview and decision basis?
- Create an activity plan for how you get started with the process
- How do all parties contribute to a coherent process? Seller, Production, Planning, Purchasing / Procurement?
- What is capacity and how do we keep track of what we can do?
- Order confirmations that get right from the start. What requirements can we place on the customer?
- Detailed review of the supply chain
- Where is your customer order item? How is this information communicated internally and externally?

ONE OF OUR TEACHERS

OLLE ARFORS

Olle has long industry experience within Supply Chain Management. He has been working in the SCM-area since 1984, as both Line Manager and consultant. Over the years he has completed over 100 specific SCM projects. The main focus has been on manufacturing companies but he has also worked with retail and service companies.



LEAN PRODUCTION

3 DAYS



This is a basic course in Lean production - a method for resource management in production. We often hear talk of "more value for less work" and basing decisions on long-term thinking despite the expense of short-term goals. In this course, we discuss just that.

"MORE VALUE FOR LESS WORK"

In this course we will discuss these areas and explain how to minimise waste. We also focus on an important part of Lean production: mass production at minimum cost.

Purpose and learning objectives

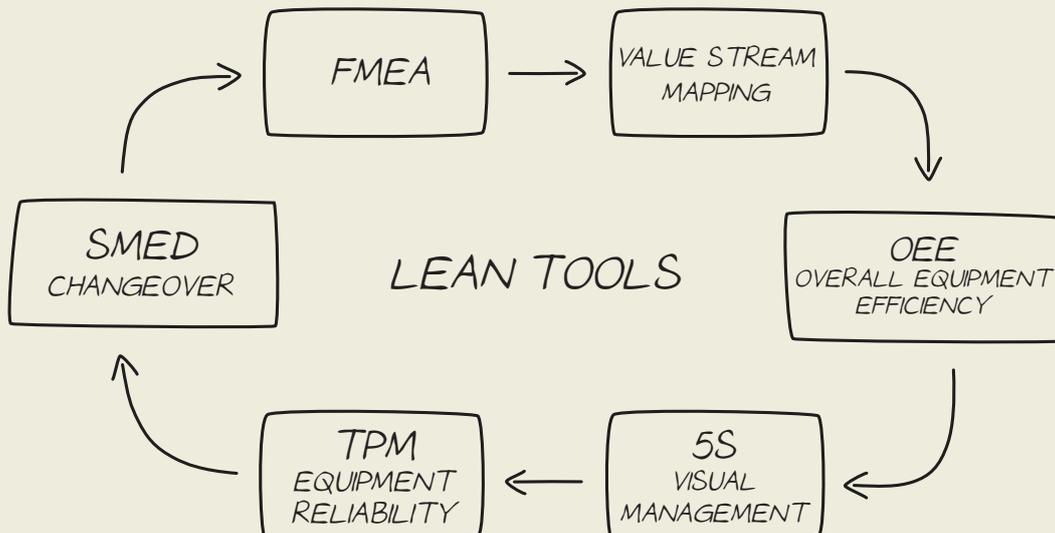
This course aims to raise levels of ability and insight so you can experiment daily, and with a clear methodology, to achieve continuous improvement. After the course you should be able to carry out Lean activities in your own business with the templates and tools provided. You will gain knowledge of how to build an organisation which supports improvement work and you will understand the importance of incremental small improvements.

Who should go?

This course is intended for those who want to take the next step in the field of Lean but already have some basic knowledge, including Lean leaders, production managers and quality managers.

Examples of content:

- Lean-games
- Value flow analysis
- Business mapping
- The A3 method and PDCA
- Documenting and implementing an enhancement project



TOYOTA KATA

2 DAYS



Participants in this training and workshop should have some previous experience of Lean work, as it goes beyond the basic principles. Understanding of tools such as 5S and SMED is a prerequisite for this training.

”BUILD AN ORGANISATION THAT SUPPORTS THE IMPROVMENT WORK”

Purpose and learning objectives

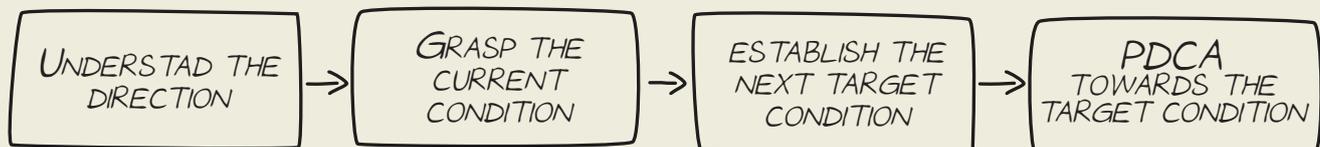
This training will provide the participants with a good understanding of what Lean is. The training is conducted with lectures, interspersed with games and exercises to aid effective learning. After training, participants will understand Lean philosophy and be able to document activities and to initiate and implement their own improvement initiatives.

Who should go?

This course is suitable for anyone planning to run a Lean initiative, such as Lean leaders, production managers, production engineers, quality managers, CEO's or purchasing managers.

Examples of content:

- Kata review
- Vision and challenge
- Target state
- Policy Deployment / Goal Breakdown
- Basic concept for analyzing processes
- Practical exercise with process at the host company
- Practical application of coaching according to KATA
- Conducting experiments according to PDCA



ONE OF OUR TEACHERS

BO LARSSON

Bo has extensive experience in senior roles within technology, finance and human resources. He has a broad range of experience, and since the late 90's has worked extensively with change management in manufacturing enterprises. He is used to communicating effectively both with staff and management and his experience allows him to quickly assess the strengths and weaknesses in given business situations.





SUPPLY CHAIN LEADERSHIP

- Leadership training for all levels in Supply Chain

We have developed a number of management trainings for various levels within Supply Chain Management. At every stage the training content is specifically adapted to every competence level. The skills development process in a learning organisation consists of several steps.

Our training covers these steps and carefully goes through how to implement them. We work with examples and simulations from your Supply Chain environment and produce practical tools for immediate use in the workplace.

LEADERSHIP IN SUPPLY CHAIN

Leadership challenges

There have always been built-in challenges in the role of leading. From understanding and managing your own needs to creating meaning and direction among employees. It is about dealing with contradictions and it concerns business considerations.

At the same time, the context in which we operate is changing and new challenges arise. Matrix and cross-functional organizations require new boundaries and the ability to bridge target conflicts. The demands for clarity in goals and working methods are increasing. The competition to attract and further develop the best employees places new demands on leadership.

”COMPETENCE CONSISTS OF KNOWLEDGE, WILL AND ABILITY”

Increased digitalisation, focus on customer benefit and transparency and sustainability challenge leadership at all levels, from facts and systems to norms and values.

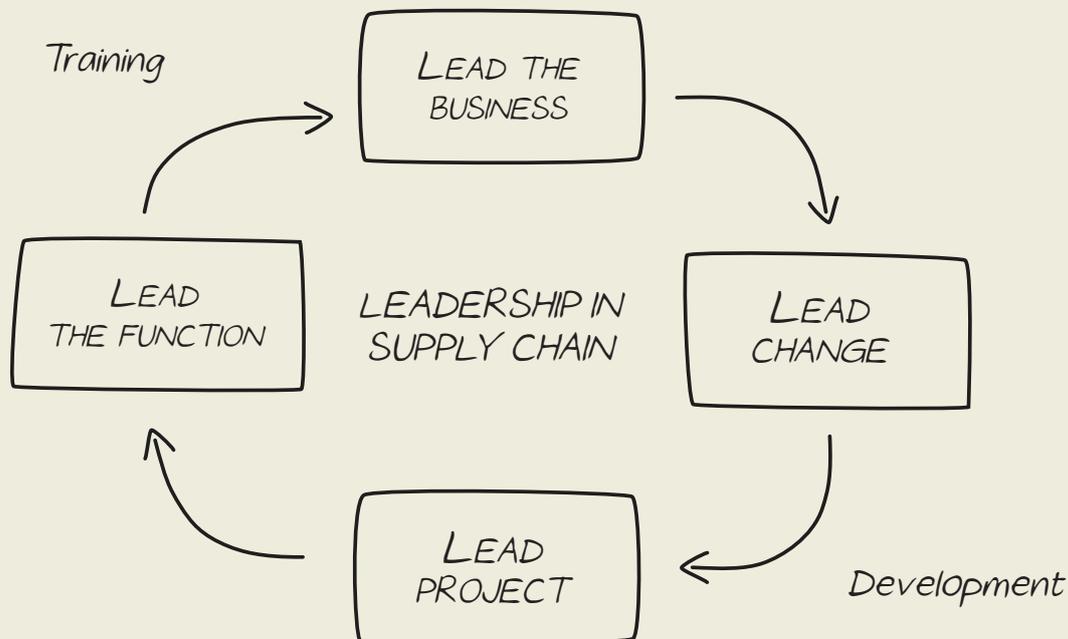
Lead and develop

Leading and developing is based on our own view of the mission and the challenges we have to overcome. This applies regardless of whether the role is a buyer, category manager, logistics manager or purchasing director. Our focus is that you as a manager and leader should strengthen your ability and your confidence in leading and developing your employees, the function and the business as a whole.

Supply Chain is the company's aorta. All those who have a direct responsibility for its function and development are also responsible for everyone else understanding its importance and function. Developing their leadership and management is part of shouldering that responsibility.

Complement to further support the individual's development

The training program consists of four different programs with the starting point to lead and develop. We can also offer training in personal coaching (according to the ICF standard) as a separate development activity or in connection with the respective programs to further support the individual's development. This as part of their own leadership development or as a Supply Chain coach.



LEAD THE FUNCTION

2 DAYS



Leading yourself, employees and a function requires good self-knowledge, the ability to meet and inspire others, to make choices and decisions. This training provides the foundation for this leadership and the fastest way to accelerate development is to implement this as an in-house program with the company's everyday life and future experiences as the foundation.

Purpose and training objectives

The purpose is to create the security that is required for you in your role and function to be able to lead and develop employees and the function of the function.

Who should go?

This program is aimed at all managers and leaders who need a foundation in their leadership.

Examples of content:

- View of assignments and challenges
- To be the manager and leader
- To formulate clear goals / objectives
- Supply chain processes / strategies
- To lead individuals and to lead teams
- Effective communication, coaching / feedback
- Creating a foundation for a high-performing team
- The company's processes and key figures
- From strategy to everyday function

LEAD THE BUSINESS

2 DAYS

Understanding how the function can develop its own business and the company's business in its entirety strengthens both the ability and confidence in the potential of the function.

Purpose and training objectives

Strengthen your ability through a more proactive approach and functional tools that exploit the potential of your own unit.

Who should go?

You who already lead in your work and want to develop further in your business team.

Examples of content:

- What is a good deal?
- Trends and their impact
- Business models are changing
- The business team, what is it and how can it be developed?
- Shaping business goals
- Innovative processes
- Providing competence as a development engine
- Blue ocean vs. Red ocean
- Communication internally and externally
- To conduct business in matrix organization

ONE OF OUR TEACHERS

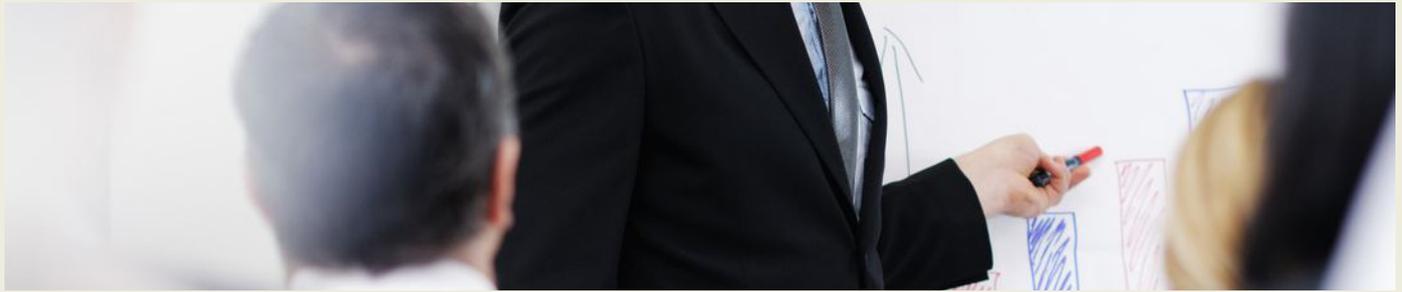
CALLE JÖNSSON

With a background in the military, majors degree, Calle has worked in various educational and managerial roles as, among other things, leadership teacher at the Officer's College. This has given him a platform for leadership but also great experience in pedagogy and adult ways of development. In the consultancy role, Calle has worked in both the private and public sectors at all levels, from first men to group staff and management team.



LEAD CHANGE

2 DAYS



Developing can also mean changing. The need to develop does not automatically mean that there is a motivation for it. How are driving forces created and how can we influence the corporate culture in the desired direction?

Purpose and training objectives

The idea of the program is to strengthen the ability to lead development and change by increasing the understanding of change processes and training in simple, manageable tools.

Who should go?

Leaders who want to move on in their careers to lead their organization through a journey of change.

Examples of content:

- View of development and change
- Change
- Communication as a driver
- To support the employee in change
- Team / management tools
- Resistance / conflict management
- Company culture, with or counter power
- To lead an organization in crisis

LEAD PROJECTS

2 DAYS

The project form is developed to be able to quickly focus and create results within a defined area. The degree to which the company is project-oriented differs, but the success factors of the projects are universal. In this program, we work with the participants' own projects to get the most effective education possible.

Purpose and training objectives

The purpose is to provide understanding and tools to effectively run projects. Special emphasis is placed on understanding the role of the project manager both within the project and within the company as a whole.

Who should go?

The program is aimed at those who are at the start of a project. In this way, we can use the participants' "sharp" projects to maximize the development of knowledge about managing projects.

Examples of content:

- What is a project for us
- The project process
- To shape impact and project goals
- To design the implementation
- Follow-up and control
- Being an organization in the organization
- Responsibility as project manager
- From projects to everyday life



SALES MANAGEMENT

- Sales training based on the buyer's requirements

We have developed this unique sales training based on the buyer's requirements on the selling company. If everyone in your organisation is familiar with the sales process and understand what controls the customer and the customer's decision-making processes, we create better relationships and thus better business for both parties.

Once we learn to understand this, we can also influence the outcome of our activities better. It is also important to understand that our mental attitude affects how we relate to customers and thereby the result. For you as a seller, we have created a unique program in which we assume the buyer's requirements on your own organisation and how the buyer's prioritise. In some of our courses, you will also practice negotiation with qualified buyers, bringing you one step closer to your goal. Our courses are tailored to create better opportunities for you to achieve what you want: better sales results. We educate your sellers to better understand the buyers!

SALES NEGOTIATIONS

3 DAYS

To meet the company's demands for increased growth, your relationships and contracts with customers are vital, and they often lead to complex business situations that need to be resolved. This requires employees who handling customer relationships to do so in a professional manner. One way to find new business solutions and act professionally is to have a good knowledge of negotiation techniques.

How often do you get the opportunity to practice negotiation skills? Maybe it's time to train in an environment where you can test different aspects of negotiation and get tips on how you, as a professional negotiator, should act. You'll get the chance during this training.

Purpose and learning objectives

The idea is that you, the seller, will gain a basic knowledge of the steps in the negotiation process which are necessary in becoming a professional negotiator. The intention is also that you will be able to plan, implement and follow up on your negotiation after the course.

Who should go?

This course is intended for people who want to understand how the sales negotiation process is structured, learn the basics and work out practical sales negotiation techniques.

Examples of content:

- Models for systematic negotiation preparation
- The link between sales strategies/purchasing strategies/negotiation strategies
- The purchasing process vs. the sales process
- The negotiation process
- Price negotiation techniques
- Problem solving negotiations
- Deeper insights into the psychology of negotiation
- Training in practical negotiation skills
- New-customer negotiations
- Situations involving volume changes
- Price negotiations
- Compensation for increased costs

SELLING TO THE PUBLIC SECTOR

2 DAYS

Laws for Public Sector Purchasing mean that the sales process has become simultaneously easier and more difficult. 'Easier' in the sense that there is now a distinct structure to the purchasing environment, and that I as a seller can expect to receive fair treatment by the contracting entity and avoid "Purchasing favouritism". 'More difficult' in that process formality is now incredibly important. Even the slightest error in quotations could cause issues, and if certain requirements are not fulfilled there can be problems for you, your organisation and the suppliers involved.

During this training you will receive tips on what to do and how to avoid unnecessary mistakes. We also go through some weighty legal issues and characteristics - knowledge that can be exploited to your advantage.

Purpose and learning objectives

The purpose is to give you, as seller, the basics of public sector Purchasing, and tips from professional buyers who have witnessed unnecessary mistakes by many sellers. The goal is for you to understand the regulations that govern the public sector purchaser.

Who should go?

Salespeople and sales managers who have public sector customers and work to the Public Sector Purchasing Act.

Examples of content:

- Selling to the public sector
- Rules and regulations governing customer behaviour
- What you as a seller need to know and do
- How does the regulatory framework protect the seller?
- How can I use the regulatory framework?
- Why was there no negotiation or second chance?
- How do we gain competitive advantage?
- Strategic bids
- Use the buyer's weighting of the price to your advantage
- Can I affect the outcome?

ONE OF OUR TEACHERS

MARTIN REINHOLTZ

Martin is one of our specialists in Swedish and Danish public sector Purchasing. He has a long and solid experience in private and public sector management. Today martin works as Purchasing coordinator at Öresundsbro Konsortiet. Martin has previously worked as Purchasing manager in several organisations such as Våxjö Kommun, Region Skåne and The University of Lund.



IN THE MIND OF THE BUYER?

6 DAYS



We reveal how professional purchasers plan and execute purchasing activities. Our broad experience and years of training reinforce the course content and help sellers improve their skills and close more deals. This unique program is based on buyers and Purchasing coaches sharing their tips on how sellers should work to get a better understanding of the buying process, thereby avoiding unnecessary misunderstandings, that can lead to errors and missed business opportunities.

Purpose and learning objectives

The aim of the training is that you, the seller, make better and more profitable business deals by understanding how professional buyers think and work.

Who should go?

The program is intended for experienced salespeople and businessmen who want to develop further in their profession.

Examples of content:

- Trends in sales and purchasing
- The sales process vs. purchasing process
- The classic buying matrix
- Effective and successful sales calls
- Question technique - to identify the buyer's needs
- Selling argument
- Solution selling
- How to handle price discussions
- Handling sales resistance
- Effective Time Management
- Training in your own sales situations

Program structure

We begin by looking at how professional buyers prepares and conducting procurements, how they prepare and conduct negotiations. The program ends with your sales organization implement a practical selling game, where you meet professional purchasers for selling your own products. After the game you will have personal feedback on your sales behaviour.



1 Purchasing strategies

1-2 DAYS

How do professional buyers prepare for a purchasing?

Trends within purchasing and purchasing strategies (preparation)

- Trends in purchasing - what to prepare for
- Strategic, tactical and operational purchasing – how buyers think at different levels
- Category Management within purchasing
- Strategic purchasing matrix
- Supplier strategies
- Supplier assessment – how are we measured as a company
- Demands on the future suppliers and purchasing function
- Supplier relationship development
- Cost cutting and profit impact - cost breakdowns, how to handle this
- Target price
- Manage requests

Purchasing process and business law (implementation)

- Purchasing process - what does the purchasing and decision process look like?
- How is purchasing implemented?
- Sales- and contract law – what are the legal problems?

Each part concludes with tips on how you should work as a salesperson.

2 Sales negotiations

2 DAYS

How do buyers approach a negotiation?

Negotiation

- The negotiation process
- Negotiation strategies from selected purchasing- and sales strategies
- Transactional and relational negotiations
- Relationship building
- Argumentation technique
- Monopoly situations – handling an absence of competition
- Psychological aspects of negotiation and conflict resolution
- Negotiation exercises
- Group negotiations with feedback on the exercises

This part is led by both purchasing and sales coaches, specialised in negotiation technique.

3 Sales games

2 DAYS

Practice your technique in realistic negotiation situations with some of the most skilled global buyers as opponents. Negotiation games with your own products/services. The customer turn to play the part of purchaser, buying products similar to yours: negotiation games conducted

Game approach

- Invitation to shared information review
- Tender documents
- Additional questions by phone and email
- Submission of quotation
- Invitation to negotiation
- Negotiation with opponents (video recorded)
- Selection of winner
- Feedback from opponents and game leaders
- Review of the game

THE SALES LICENSE

8 DAYS



The basics for a professional salesperson. During this program you will learn how to use the seller's toolbox to be able to conduct professional customer visits and get the best business for your company and the customer.

”ALL THAT IS NEEDED TO BECOME A COMPLETE AND SHARP SELLER”

We take you through the whole process from planning and booking a customer visit to create a selling relationship and to come to a good business closure for you and your company. After this program you will have an increased ability to create long-term business for your company.

Purpose and learning objectives

This program will give you the knowledge to better identify customer needs. We go through the entire sales process and the importance of creating good relationships. We walk through the buying and selling process in a methodical and structured way. You get insight into the customer buying situation and what controls the buyer's behaviour.

Who should go?

We focus the course on new sellers but can also deliver the course to experienced sellers who wish to practice these methodologies and further refine their skills.

Examples of content:

- Trends in sales and purchasing
- The sales process vs. the purchasing process
- The classic purchase matrix
- Effective and successful sales calls
- Booking customer meetings by phone
- Query methods - map the purchaser's needs
- Selling argument
- The power of decision
- Do you or the buyer set the price?
- Managing consumer resistance
- Effective time management
- Training in different sales situations



1 Understand your own organisation's needs and your customer's

- Business context
- What is selling?
- Importance of the sales department
- Good qualities for a salesperson
- Plan, prioritise and organise the sales
- The customer's buying process
- Who is the customer?
- Your own sales profile

4 Purchasing strategies and law

- Purchasing strategies
- Purchasing process
- Choosing supplier
- Evaluation models for suppliers
- Future demands on suppliers
- Sale of Goods Act
- Contracts law
- Standard terms and conditions
- Incoterms
- Bribery and corruption

2 Customer prospecting and meetings

- Sales and marketing strategies
- Sales communications
- Preparation, sales templates and rhetoric support
- Telesales
- The role of booking meetings in the sales and purchasing process
- Customer meetings
- Introductory strategies and pace of conversation
- The technique of asking questions

5 Business negotiation with role plays

- Negotiation is part of the sales process
- Different methods of negotiation
- The negotiation process
- Concessions and return
- Preparing for a negotiation
- Strategy and tactics
- Communications
- Negotiation behaviour
- Price negotiation

3 Pricing

- Different calculation methods
- Pricing theories
- Selling the product - not the price
- Price Management
- Profitability analysis

1-5 Project accounting

Parallel to the training, you will run your own sales project where we follow the training step by step and connect it to your own practical sales work.

Examination: Sales license

REFERENCES

ExxonMobil

MAQUET
GETINGE GROUP

PEAB

MEGA

Bergendahl's

uni
per

Orkla
Foods Sverige

sobi
Pioneer in Rare Diseases

Ymer
Technology

FISKARS

Skatteverket

BANE NOR

TOYOTA
MATERIAL HANDLING

Husqvarna

Kinnarps

RUSTA

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CEMENTA
HEIDELBERGCEMENT Group



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Glitter

NIBE



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e.on



SCANDINAVIAN PURCHASING GROUP

We only do one thing and we do it all the time - supports managers and specialists in Supply Chain. Our coaches and consultants are some of the best in their fields. They create commitment and motivation among the participants to develop in their field.

Skills Development - Training

Scandinavian Purchasing Group offers a variety of programs on both open and inhouse basis. All of our courses are practical and cost effective. All our inhouse programs are customised for you and we use real examples from your company. We train nationally and internationally in Swedish or English and our trainers are amongst the best in their fields. We offer training at various levels and on several subjects. We tailor the training content to your company's needs and desires.

Business Development

Do you want results or reports? We have extensive experience of efficiency programs from national and multi-national corporations. Using a systematic approach, we can uncover opportunities for improvement and cost reduction, and present an action plan for you to achieve the potential savings. What results do you want? Step-change gains and/or the long-term savings? Our consultants are fast, professional and deliver results - not just a report.

Business support - Interim Management

For a specified time period our sourcing specialists can enhance your purchasing organisation creating new competencies etc. We have several qualified purchasing managers, purchasing specialists and buyers for hire. All have extensive experience in purchasing activities at various levels, and from various industries and all have international experience. So when you need reinforcements during a tough period, gaps between permanent employment or simply need new knowledge and insights, contact us.

Networks in Supply Chain

Scandinavian Purchasing Group organizes several networks for purchasing managers and procurement specialists who want to develop and deepen their knowledge in the purchasing area. The networks are complementary to education and other professional development and acts as an exchange of experiences between the participants. Our female purchasing manager network focuses on women issues in the procurement area, our CPO network focusing on the top management issues within the supply chain and our category networks focused on different specialist areas.



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