

TRAINING COURSE CATALOGUE 2020



DELIVERING POWERFUL PROCUREMENT TRAINING AND TOOLS AROUND THE GLOBE

TRAINING CATEGORIES

**CATEGORY
MANAGEMENT**

**SUPPLIER
RELATIONSHIP
MANAGEMENT**

NEGOTIATION

BUYER'S TOOLKIT

**LEADERSHIP
AND PERSONAL
EFFECTIVENESS**

**BESPOKE
TRAINING AND
PACKAGES**

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WHO WE ARE

Positive Purchasing is known all over the world for its specialist, inspirational, instructor-led, online and classroom training, education and team-building. Our training courses are proven to uplift the skills and capabilities of your team.

Our training courses have been carefully designed to maximize the learning experience. Using an activity-based learning approach, we link instructor-led training online and within the classroom to real experience and to the issues faced by our clients. In addition, the skills and expertise of our trainers means that we can bring the training to life with real examples and case studies. We combine a mixture of learning styles, video and facilitated group work breakouts, to create a highly dynamic and engaging experience.

Our training is available either as a managed program of interactive, instructor-led online workshops, face-to-face in a classroom setting, or a combination of the two. Classroom training is available in almost every country globally and we offer a range of language options. Courses can be adapted for local cultures and ways of working. We offer both regular courses and fully customized training programs.



WHY CHOOSE POSITIVE?

We are renowned for our specialist capability in Category Management, Supplier Relationship Management and Negotiation. We also help organizations define procurement strategy and implement purchasing transformation programs designed to get the results you need. With a team of over 65 people worldwide, over the past 17 years we have trained over 12,000 people and have transformed the procurement capability of more than 275 organizations in 48 countries across the globe.

CATEGORY MANAGEMENT

Introduction Course



An introductory Category Management course aimed at stakeholders or individuals who are coming into contact with Category Management programs. This course is an ideal supplement to a wider, more advanced Category Management education program and can help to ensure that everyone who needs to be involved has sufficient understanding to participate.

This course will help you develop winning category strategies by ensuring that those across the business who need to be involved understand, support and actively participate in the Category Management process.

The course provides an introduction to 5i® Category Management and includes an exploration of the principles of the process and what makes it so successful. The role of purchasing within organizations is also explored to help delegates understand the value that is possible and what is needed to unlock it. The course also provides an introductory level taster for some of the key tools in Category Management to illustrate buyer/seller dynamics.

This course is suitable for:

- Junior or developing buyers
- Stakeholders who are to support or be part of category teams

You may also be interested in:

- **Procureus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procureus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procureus subscription.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Category Determination, Segmentation, Opportunity Analysis and Governance** – Tailored workshops to help you successfully implement category management and realize game changing benefits in your organization. We will work with your senior team to help identify, segment and prioritize the categories you will work on. We can also help you establish the governance necessary to make category management a highly successful contributor to business success. This includes helping you to structure your team, program planning, capability development, benefits tracking and reporting, and internal communications.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to Category Management

- Introduction to Category Management
- The principles of Category Management
- The Category Management process
- The STP (Situation, Target, Proposal) tool
- Cross-functional team approach

Determining our requirements and future direction

- Determining business requirements
- How suppliers gain power over buyers
- Some early-insights analytical tools
- Defining a sourcing strategy

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value
- Explain the key steps of the process
- Describe ways that suppliers gain advantage
- Apply some simple tools to help understand and plan a category
- Define business requirements
- Play an active role in a Category Management project

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered either live online as a series of workshops or as a 1-day classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour 5i training workbook
- Laminated 5i Category Management process
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

Intensive Course



An intensive Category Management course aimed at providing a good degree of introduction to key stakeholders and junior practitioners. The course is structured around the 5i® Category Management process (or can be customized around your company-specific process) with the main emphasis on all the activities leading up to defining a game-changing sourcing strategy. The course includes an introduction to Category Management with an exploration of the key principles as well as some in-depth work on a selection of key tools from the process.

This course helps enable and equip your practitioners to deliver significant business benefits around reduced price and cost, reduced supply base risk and to unlock innovation and greater value for your most important categories of spend.

Our experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. There are options for delegates to work on their own categories in break out sessions, or to gain the learning by working through a selection of carefully selected case studies based upon real life examples.

This course is suitable for:

- Procurement professionals
- Junior or developing buyers
- Purchasing managers
- Purchasing leadership teams
- Stakeholders who are to support or be part of category teams

You may also be interested in:

- **Procureus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procureus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procureus subscription.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Category Determination, Segmentation, Opportunity Analysis and Governance** – Tailored workshops to help you successfully implement category management and realize game changing benefits in your organization. We will work with your senior team to help identify, segment and prioritize the categories you will work on. We can also help you establish the governance necessary to make category management a highly successful contributor to business success. This includes helping you to structure your team, program planning, capability development, benefits tracking and reporting, and internal communications.

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Course Content

Introduction to Category Management

- Introduction to Category Management
- The STP (Situation, Target, Proposal) tool
- Cross-functional teams and team formation/project kick-off
- Stakeholder Mapping and Communication Planning

Determining business requirements and sources of value

- Business Requirements definition and prioritization
- Determining sources of value
- Early insights into category using Day One Analysis
- Quick Wins and Opportunity Analysis

Gaining insight

- Supplier Conditioning
- Data Gathering (internal, supplier and market)
- Getting behind suppliers' price
- External environment analysis using PESTLE and Porter's Five Forces

Determining the category strategy

- Strategy development using Portfolio Analysis/ Kraljic Analysis and Supplier Preferencing
- Summarizing all the analysis and findings using SWOT
- Source Plan/sourcing strategy development and approval
- Introduction to Implementation Planning, Project and Change Management

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value
- Explain the key steps of the process and determine which tools to apply for each category
- Participate in a cross-functional team
- Define business requirements for a category
- Begin to analyze a category and develop a breakthrough category strategy
- Support the creation of a source plan or category strategy
- Participate in category projects ongoing

What You Will Get

This training is delivered by highly experienced procurement experts and can be delivered either live online as a series of workshops, as a 2-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour 5i training workbook
- Laminated 5i Category Management process
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course
- A 3-month subscription to Procureus (online courses only)

CATEGORY MANAGEMENT

Advanced Course



ONLINE TRAINING



CLASSROOM TRAINING



BLENDED LEARNING

An advanced Category Management course aimed at experienced or developing purchasing staff and potentially some key stakeholders. The course covers all aspects of our 5i® Category Management process (or can be customized around your company-specific process).

This course enables and fully equips your practitioners to deliver significant business benefits around reduced price and cost, reduced supply base risk and to unlock innovation and greater value for your most important categories of spend.

This is our most popular course and is essential for any company embarking on, or attempting to re-establish, a Category Management program. Our experienced trainers bring the training to life using a combination of inspirational tuition, facilitated group work and case studies. We can customize the course as needed and, if required, we can combine training with supported working sessions for delegates to work on their own categories, creating key outputs from the workshop.

This course is suitable for:

- Procurement professionals
- Junior or developing buyers
- Purchasing managers
- Purchasing leadership teams
- Stakeholders who are to support or be part of category teams

You may also be interested in:

- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete 5i suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procleus subscription.
- **Category Management in Purchasing** by Jonathan O'Brien – A best-selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Category Determination, Segmentation, Opportunity Analysis and Governance** – Tailored workshops to help you successfully implement category management and realize game changing benefits in your organization. We will work with your senior team to help identify, segment and prioritize the categories you will work on. We can also help you establish the governance necessary to make category management a highly successful contributor to business success. This includes helping you to structure your team, program planning, capability development, benefits tracking and reporting, and internal communications.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Understanding Category Management

- Introduction to Category Management and defining our category
- Achieving breakthrough results
- The STP (Situation, Target, Proposal) tool
- Planning and kicking-off the category project

Cross-functional working and engaging the business

- Cross-functional teams and effective team formation
- Stakeholder Mapping and Communication Planning
- Quick Wins and Opportunity Analysis

First insights and business requirements

- Early insights into category using Day One Analysis
- Determining how to secure value (Value Levers)
- Business Requirements definition and prioritization
- Supplier Conditioning
- Data Gathering (internal, supplier and market)

Gaining insight into the category

- Getting behind suppliers price using price model
- Purchase price cost analysis (analyzing 'should cost')
- External environment analysis using PESTLE and Porter's Five Forces

Developing the category strategy

- Strategy development using Portfolio Analysis/ Kraljic Analysis and Supplier Preferencing
- Summarizing all the analysis and findings using SWOT
- Strategic sourcing options generation and evaluation
- Source Plan/strategy development and approval

Implementing the category strategy

- Risk and contingency planning
- Detailed implementation planning and project management
- What next - managing the supplier and ongoing attraction of breakthrough and innovation

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is, how it adds value and apply it to key spend areas
- Explain the key steps of the process and determine which tools to apply
- Establish a cross-functional team and engage the business
- Define business requirements for a category
- Analyze a category and develop a breakthrough category strategy

- Create a source plan or category strategy
- Develop a detailed implementation plan
- Manage implementation and apply change management principles
- Describe how to develop contractual terms to align with the category strategy
- Begin to implement suitable arrangements for supplier management
- Manage the category on-going
- Determine when to restart the category management process

What You Will Get

This training is delivered by highly experienced procurement experts and can be delivered either live online as a series of workshops, as a 3-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour 5i training workbook
- Laminated 5i Category Management process
- Copies of all case studies and group work exercises and personalised certificate
- A 3-month subscription to Procleus. (online courses only)

CATEGORY MANAGEMENT

Executive Team Essentials Course



A half-day specialist high-level Category Management course aimed at senior management and executive teams in companies implementing Category Management or contemplating implementing the approach. Delivered by a partner-level specialist as an interactive workshop, it combines an exploration of the principles of Category Management (including a taster of some key tools) with working sessions to relate the process to the organization. These working sessions are invaluable in terms of helping senior individuals understand and embrace their role to support the process.

This course will galvanize the senior support necessary to realize significant business benefits around reduced price and cost, reduced supply base risk and to unlock innovation and greater value for your most important categories of spend.

Our standard executive team essentials course is half a day, however, as with all our workshops this is flexible and we can adapt the agenda and content to suit. Delegates receive a copy of materials used and a 5i® (or company-specific) process.

This course is suitable for:

- Senior procurement individuals
- Senior stakeholders
- Executive-level individuals

You may also be interested in:

- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procleus subscription.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Category Determination, Segmentation, Opportunity Analysis and Governance** – Tailored workshops to help you successfully implement category management and realize game changing benefits in your organization. We will work with your senior team to help identify, segment and prioritize the categories you will work on. We can also help you establish the governance necessary to make category management a highly successful contributor to business success. This includes helping you to structure your team, program planning, capability development, benefits tracking and reporting, and internal communications.

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Course Content

- Procurement as a contributor of real value and building competitive advantage
- What best practice procurement looks like - what mature organisations are doing
- Introduction to Category Management (foundations, pillars and phases)
- The breakthrough benefit possible
- Exploring the Category Management toolkit
- How suppliers gain advantage including a taster session exploring one analytical tool
- Making Category Management a success in the organisation including governance required
- The role of senior teams to support Category Management

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value to the organization
- Describe why Category Management is an essential business process
- Describe the key principles and stages of Category Management
- Put in place the appropriate governance approach to enable Category Management
- Play a key role to enable and support the process and realization of benefits

What You Will Get

This training is delivered by a highly experienced procurement expert and is delivered as a 2-3 hour course, either as a live online workshop or classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour workbook containing summary of topics covered
- Laminated 5i Category Management process
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

'Getting Behind Price and Cost' Course



This training course is aimed at those in the organization who interface or interact with suppliers, or who are responsible for managing contracts or suppliers where there is significant spend or risk to the business.

The course is designed to provide delegates with some key skills to better understand supplier's pricing and the true cost of what we are buying, and where we can influence this. Essential tools and approaches are included to help be more effective at contract and supplier management where price and cost are key considerations. It will also help to get the most from suppliers and the supply base.

The course is designed to be highly interactive with group work sessions to bring key concepts to life and delegates leave equipped with some key tools to help get behind price and cost.

The event is fully customizable and modules can be adapted to meet specific client requirements.

This course is suitable for:

- Anyone who manages a supplier
- Anyone who interfaces with a supplier
- Anyone who wants to learn how to get behind price and cost

You may also be interested in:

- **The Buyer's Toolkit** – Complete online toolkit and resource centre for effective buying, with the option of a program of training to upskill your team. Also summarized in the book by Jonathan O'Brien entitled 'The Buyer's Toolkit'.
- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procleus subscription.
- **Category Determination, Segmentation, Opportunity Analysis and Governance** – Tailored workshops to help you successfully implement category management and realize game changing benefits in your organization. We will work with your senior team to help identify, segment and prioritize the categories you will work on. We can also help you establish the governance necessary to make category management a highly successful contributor to business success. This includes helping you to structure your team, program planning, capability development, benefits tracking and reporting, and internal communications.
- **Red Sheet® Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Getting behind price

- The price we pay – introduction to the basics of buying and the difference between price and cost, and value
- How does price get determined? We show you some real examples
- Price model – the different types of pricing approach that suppliers use
- What we can do to improve our price position
- Getting behind cost - Purchase Price Cost Analysis
- Group work - do a cost breakdown

Getting behind cost

- Sources of information, and data gathering and analysis
- Total Cost of Ownership
- Group work - build a total cost model
- Acting on findings and using insights to leverage better buying outcomes or negotiate better deals
- Driving change in business behavior and making it happen

Learning Objectives

By the end of this course delegates will be able to:

- Describe the difference between price and cost
- Describe and identify the different ways price gets determined by the supplier
- Conduct a cost breakdown for a simple product or service
- Determine when it is appropriate to use cost breakdowns
- Determine where we are able to influence or improve the pricing that suppliers present
- Build a Total Cost of Ownership model
- Apply the insight gained from working with price and cost tools, to improve their buying position or negotiate more effectively

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered either live online as a series of workshops, or as a 1-day classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- 3P agenda and joining pack sent out in advance to all delegates
- Full colour workbook hand outs
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

Category Determination, Segmentation, Opportunity Analysis and Governance Workshops



A facilitated series of workshops designed specifically for your organization to determine, identify and prioritize the categories the organization will pursue in order to secure the optimum value and advantage, and to put the required governance in place for success. Designed to maximize the impact by utilizing the knowledge and insight of key individuals within the company with experience of the organization's current spend and suppliers, this workshop provides a guided journey to structuring a new strategic roadmap for the short to medium term.

The program comprises a series of workshops tailored specifically to respond to your organizational situation and goals:

Defining, segmenting and prioritizing categories - Designed to be run with typically 5-7 of your most senior or experienced individuals equipped with, if possible, any spend data you might have, together with a knowledge of what the company is trying to achieve. Initially the workshop takes the team through a carefully facilitated process to determine or validate category scope and definitions to create a discrete list of market facing categories and the level at which categories will be worked on. Using our multi-dimensional category opportunity analysis tool, the agreed categories are systematically evaluated to determine and agree those that have the potential to contribute the greatest value and what might be required to realize this. Finally, we identify the priorities for action and agree a short to medium term roadmap.

The facilitated Category Segmentation & Opportunity Analysis workshop can deliver exceptional results and provide impactful strategic direction and planning in just one or two days. With the right people assembled and some good basic data, this single workshop can achieve the same or better results as entire programs of work by large consulting firms. Category segmentation and opportunity analysis is typically deployed as part of a wider governance approach. Workshop duration is as agreed and according to specific objectives or scale of work involved.

Determining and putting in place governance - Designed to be run with those in leadership positions on your most senior staff, we work through the different dimensions of the governance required to enable and make category management a success using our proven 5P approach. These workshops enable you to develop the primary outputs and arrangements needed to implement category management, including a full roadmap for the next 18 months.

This workshop is suitable for:

- CPO's and senior teams attempting to identify future category structure and priorities
- Experienced procurement practitioners with knowledge of the organization, current categories of spend and key suppliers

You may also be interested in:

- **Procleus®** – A complete online platform to enable global procurement teams to unlock significant potential from the supply base. Featuring digital learning and a suite of processes, tools and templates for procurement and negotiation.
- **Category Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procleus subscription.

We charge per program or event based on an agreed number of workshops and number of attendees. Our fees include our consultant time, any travel time (within the EU or US), preparation, basic customization and provision of outputs, but exclude any venue and facilities hire and reasonable expenses for any workshop run in-person, and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all pre-existing intellectual property used in the workshop or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the workshop in the course of their work for the company who engages us. Making copies of, transmitting externally, or distribution of any Positive Purchasing materials outside of this is strictly forbidden, except where we specifically provide a company-wide usage license where the materials may be used by the employees of that company, but may not be sold on or transferred externally. For in-person events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of workshop evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Workshop Content

Multi-workshop program to cover the following core working sessions:

- Clarification of business mission, aims and objectives, and how these translate to procurement
- Determination/validation of overall category structure and individual 'market facing' scope and category definitions
- Multi-dimensional opportunity analysis to determine the value potential across all selected categories
- Prioritization against required business results
- Determination of governance required for success
- Determination of short/medium term roadmap

Workshop Objectives and Deliverables

By the end of this workshop, key outputs will be:

- Agreed category list and structure including the level at which we will work
- Prioritized category opportunity analysis
- Roadmap of categories to work on short to medium term
- Governance set up plan and program roadmap

What You Will Get

This workshop will be delivered by a senior experienced procurement expert with specialist capability in helping organizations determine procurement strategy and category frameworks/roadmaps. It can be delivered either live online as a series of workshops or as a 3-5 day classroom event, exclusively for your company at almost any location worldwide.

Delegates will receive:

- The outputs of sessions developed during the workshop
- Licensed copy of the opportunity analysis tool and 5P process (license for the company to use ongoing but not to modify or sell on)

SUPPLIER RELATIONSHIP MANAGEMENT

Introduction Course



An introductory Supplier Relationship Management (SRM) course aimed at stakeholders and purchasing staff. This course is designed to help individuals understand the principles of the buyer/seller relationship and to equip them with some basic tools and approaches to maximize the value from key relationships. This course will improve the way your business engages with its suppliers and help shift the balance of power in your favour by equipping those who interface with suppliers with some basic tools and approaches for each and every engagement.

The course covers the basic principles of Supplier Management (SM) as part of an overall SRM approach and is based around the Positive Purchasing Supplier Management process. The training is interactive and inspirational; experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies.

This course is suitable for:

- Junior or developing buyers
- Stakeholders who interface with or manage suppliers in some way

You may also be interested in:

- **Procureus®** - The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procureus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management Master Practitioner program** - A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procureus subscription
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM®' concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.
- **Supplier Segmentation and Governance workshops** – A practical series of workshops to help you unlock the value from your supply base through a facilitated series of workshops designed specifically for your organization to segment the supply base and determine which suppliers are important, and based upon what makes them important, determine prioritized interventions to unlock optimum value and innovation and to reduce risk from those key suppliers.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to SRM

- The buyer/supplier relationships
- What makes some suppliers important or strategic
- Value possible from a well-managed relationship
- The seller's perspective and agenda and how they gain advantage
- Measuring supplier performance

Driving improvements and making the relationship work

- Driving supplier improvements
- Managing the supplier to get the results needed
- Contract management
- Creating the right relationship
- Managing supplier meetings, reviews and interactions

Learning Objectives

By the end of this course delegates will be able to:

- Describe what makes some suppliers more important than others
- Describe the different approaches and types of intervention for important suppliers
- Describe how suppliers gain advantage
- Apply a series of approaches to better manage a supplier

- Better manage interactions with suppliers and develop relationships as appropriate
- Apply simple contract management principles
- Conduct a supplier review meeting
- Manage supplier performance and deal with issues or the need for improvement

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered either live online as a series of workshops or as a 1-day classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour SRM training workbook
- Laminated 5A and 7 Facets of SRM processes
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

SUPPLIER RELATIONSHIP MANAGEMENT

Intensive Course



An intensive Supplier Relationship Management (SRM) course aimed at purchasing professionals and potentially some key stakeholders. This course is designed to help practitioners manage important suppliers and develop specific interventions to achieve business goals. Based around the Positive Purchasing 'Orchestra of SRM[®]', and 5A[™] SCR (Strategic Collaborative Relationship) process (customizable to your own process), our SRM training is perfect for any practitioner who is involved in managing or interfacing with suppliers.

This course will help you secure greater value, performance, effectiveness, innovation and security of supply as well as reduced supply chain risk. It will enable you to identify those suppliers who are important and why, and equip those who attend with the tools and approaches to determine and effect the right interventions with the right suppliers.

The course integrates fully with Category Management, providing the perfect 'next step' training for purchasing practitioners. Experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. The course can also be run with delegates working on actual supplier relationships to develop an SRM strategy.

This course is suitable for:

- Procurement professionals
- Key stakeholders who interface with or manage suppliers in some way

You may also be interested in:

- **Procleus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management Master Practitioner program** - A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procleus subscription
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM' concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.
- **Supplier Segmentation and Governance workshops** – A practical series of workshops to help you unlock the value from your supply base through a facilitated series of workshops designed specifically for your organization to segment the supply base and determine which suppliers are important. Then, based on what makes them important, determine prioritized interventions to unlock optimum value and innovation and reduce risk from those key suppliers.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to SRM and segmenting the supply base

- The buyer/supplier relationships
- Why we need an approach for key suppliers and the value possible from a well-managed relationship
- Supplier segmentation and what makes some suppliers important or strategic

Measuring the supplier and driving improvement

- The seller's perspective and agenda
- Supplier Performance Measurement and developing KPIs
- The STPDR process for driving supplier improvements

Managing the supplier

- Contract management
- Managing relationships with suppliers (business-wide) and supplier interface mapping

Strategic collaborative relationships

- Strategic Collaborative Relationships and how to manage them
- Creating joint working and collaboration

Learning Objectives

By the end of this course delegates will be able to:

- Describe what makes some suppliers more important than others
- Describe the different approaches and types of intervention for important suppliers
- Apply a series of approaches to better manage a supplier
- Identify and drive in the appropriate relationship with important and strategic suppliers.
- Apply simple contract management principles
- Conduct a supplier review meeting
- Manage supplier performance and deal with issues or the need for improvement
- Develop joint working approaches for Strategic Collaborative Relationships to collaborate on key initiatives
- To identify how a strategic supplier can help drive business growth or create competitive advantage

What You Will Get

This training is delivered by highly experienced procurement experts and can be delivered either live online as a series of workshops, as a 2-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour SRM training workbook
- Laminated 5A and 7 Facets of SRM processes
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course
- A 3-month subscription to Procureus (online courses only)

SUPPLIER RELATIONSHIP MANAGEMENT

Advanced Course



A Supplier Relationship Management (SRM) course aimed at experienced or developing purchasing staff and potentially key stakeholders. This course is designed to help equip practitioners to identify those suppliers that are the most important, unlock value and reduce risk from these.

Based around the Positive Purchasing 'Orchestra of SRM[®]', including the 5A[™] SCR (Strategic Collaborative Relationship) process (customizable to your own process), our advanced SRM training course will help you secure greater value, performance, effectiveness, innovation and security of supply as well as reduced supply chain risk. It will enable you to identify those suppliers who are important and why, and equip those who attend with the tools and approaches to determine and effect the right interventions with the right suppliers.

Our SRM training course integrates fully with 5i[®] Category Management and our Red Sheet[®] Negotiation training to provide a complete strategic purchasing approach. Experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. Course content is fully customizable.

This course is suitable for:

- Procurement professionals
- Key stakeholders who interface with or manage suppliers in some way

You may also be interested in:

- **Procureus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procureus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management Master Practitioner program** - A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procureus subscription
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM' concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.
- **Supplier Segmentation and Governance workshops** – A practical series of workshops to help you unlock the value from your supply base through a facilitated series of workshops designed specifically for your organization to segment the supply base and determine which suppliers are important, and based upon what makes them important, determine prioritized interventions to unlock optimum value and innovation and to reduce risk from those key suppliers.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to SRM and segmenting the supply base

- The buyer/supplier relationship
- Introduction to SRM
- Why we need an approach for key suppliers and the value possible from a well-managed relationship
- Supplier segmentation and what makes some suppliers important or strategic

Measuring the supplier and driving improvement

- The seller's perspective and agenda
- Supplier Performance Measurement and developing KPIs
- The STPDR process for driving supplier improvements

Managing the supplier

- Contract management
- Managing relationships with suppliers (business-wide) and supplier interface mapping

Dealing with dispute and conflict resolution

- Dealing with dispute and conflict resolution
- Supply chain management and supply chain mapping

Strategic collaborative relationships

- Strategic relationships and how to manage them
- Creating joint working and collaboration

Securing innovation and developing an SRM strategy

- Securing innovation from the supply base
- Developing an SRM strategy
- Governance for SRM

Learning Objectives

By the end of this course delegates will be able to:

- Segment a supply base and identify important and strategic suppliers
- Describe and apply different approaches and interventions for important and strategic suppliers
- Apply a series of approaches to better manage an important supplier
- Manage relationships with key suppliers across the entire business
- Drive compliance and manage a supplier against the contract
- Put in place a supplier performance measurement system and develop KPIs

- Drive and manage supplier improvements
- Conduct supplier review meetings
- Describe supply chain management principles and key approaches
- Manage a strategic relationship
- Develop joint working approaches for strategic relationships to collaborate on key initiatives
- Put in place arrangements to secure innovation from the supply base
- To identify how a strategic supplier can help drive business growth or create competitive advantage

What You Will Get

This training is delivered by highly experienced procurement experts and can be delivered either live online as a series of workshops, as a 3-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour SRM training workbook
- Laminated 5A and 7 Facets of SRM processes
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course
- A 3-month subscription to Procureus (online courses only)

SUPPLIER RELATIONSHIP MANAGEMENT

Supplier Segmentation and Governance Workshops



A facilitated series of workshops designed specifically for your organization to segment the supply base and determine which suppliers are important, and based upon what makes them important determine prioritized interventions to unlock optimum value and innovation, and reduce risk from those key suppliers. Designed to maximize the impact by utilizing the knowledge and insight of individuals with experience of the organization's current suppliers, this workshop provides a guided journey to structuring Supplier Relationship Management (SRM) and creating a new strategic roadmap for the short to medium term for the suppliers you will manage the closest. Run as a series of workshops tailored to your requirements:

Supplier Segmentation - Designed to be run with typically up to 16 of your most senior or experienced individuals with, if possible, any spend data and supplier data you might have, together with a knowledge of what the company is trying to achieve. Initially, the workshop takes the team through a carefully facilitated process that applies a series of 'passes' to determine the important suppliers from different perspectives. Using our multi-dimensional category segmentation and supplier intervention mapping, important suppliers are systematically evaluated to determine and agree those we need to be working with and precisely what we should be doing to secure the greatest value from them. We classify or 'tier' suppliers and determine the types of intervention that are required for each and create a prioritized roadmap for supplier projects for the next 18 months.

The facilitated Supplier Segmentation workshop can deliver exceptional results and unlock significant value from the supply base. With the right people assembled and some good basic supplier data, this single workshop can achieve the same or better results as entire programs of work by large consulting firms. Supplier segmentation and prioritization is typically deployed as part of a wider governance approach. Workshop duration is as agreed and according to specific objectives or scale of work involved.

Determining and putting in place governance - Designed to be run with those in leadership positions or your most senior staff, we work through the different dimensions of the governance required to enable and make supplier relationship management a success using our proven 5P approach. These workshops enable you to develop the primary outputs and arrangements needed to implement supplier relationship management including a full roadmap for the next 18 months.

This workshop is suitable for:

- CPOs and senior teams attempting to identify future category structure priorities
- Experienced procurement professionals

You may also be interested in:

- **Procureus®** - A complete online platform to enable global procurement teams to unlock significant potential from the supply base. Featuring digital learning and a suite of processes, tools and templates for procurement and negotiation
- **Supplier Relationship Management Master Practitioner program** – A managed Talent Development Program over 6+ months including initial competency assessment and interview, advanced course (classroom OR live online), self-managed elearning and personal coaching. Includes a Procureus subscription.

We charge per program or event based on an agreed number of workshops and number of attendees. Our fees include our consultant time, any travel time (within the EU or US), preparation, basic customization and provision of outputs, but exclude any venue and facilities hire and reasonable expenses for any workshop run in-person, and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all pre-existing intellectual property used in the workshop or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the workshop in the course of their work for the company who engages us. Making copies of, transmitting externally, or distribution of any Positive Purchasing materials outside of this is strictly forbidden, except where we specifically provide a company-wide usage license where the materials may be used by the employees of that company, but may not be sold on or transferred externally. For in-person events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of workshop evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Workshop Content

Multi-workshop program to cover the following core working sessions:

- Clarification of business mission, aims and objectives and how these translate to what the organization wants and needs from its supply base
- Determination of important and strategic suppliers with multiple passes to ensure all are identified
- Classification or tiering of suppliers
- Supplier intervention mapping
- Determination and prioritization of supplier projects for short to medium term
- Determination of governance required for success
- Determination of short/medium term roadmap

Workshop Objectives and Deliverables

By the end of this workshop, key outputs will be:

- Segmented supply base (who is important and why)
- Prioritized program of supplier interventions or projects for short to medium term
- Governance set up and program plan

What You Will Get

This workshop will be delivered by a senior experienced procurement expert with specialist capability in helping organizations determine procurement strategy and supplier relationship management frameworks/roadmaps.

It can be delivered either live online as a series of workshops or as a 3-day classroom event, exclusively for your company at almost any location worldwide.

Delegates will receive:

- The outputs of sessions developed during the workshop
- Licensed copy of the supplier segmentation tool and 5P process (license for the company to use ongoing but not to modify or sell on).

NEGOTIATION

Introduction Red Sheet® Nano Course



This introductory negotiation training course is based around the Red Sheet Nano negotiation planning tool and includes an introduction to the basics of negotiation planning, together with some practical training. It provides an introduction for those who conduct simple or individual negotiations and helps those who attend begin to build the confidence and capability to negotiate with ease.

This awareness-level course takes delegates through the fundamentals of negotiation, including developing a list of negotiables® and determining your negotiation power, and helping you to develop a simple concession strategy and plan.

This course will equip delegates with some basic tools and approaches and enable them to begin to secure better outcomes from their negotiations by being more in control of the negotiation. The different sources of power in negotiation are explored and delegates are provided with a simple tool to assess and plan for the balance of power between parties. This course touches on some of the tactics and techniques that can help in a negotiation, and includes some simple role play exercises so delegates get to put what they have learned into practice in a safe environment. This awareness-level course helps those learning to negotiate begin to develop their skills and provides a solid approach to follow.

This course is suitable for:

- Purchasing professionals
- Sales professionals
- Project managers
- Those negotiating internally (e.g., HR)
- Security experts (kidnap and ransom)
- Mergers and acquisition
- Governments and diplomats
- Anyone who negotiates

You may also be interested in:

- **Red Sheet Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of physical Red Sheet supplies: Red Sheet posters, Red Sheet Lite deskpads, Red Sheet Nano notepads, and other Red Sheet merchandise – powerful tools to show the other party you mean business!
- **Negotiation practice support** -Online coaching for your team, together with Red Sheet Online to guide, help plan and execute winning negotiations

We charge per program or event based on a maximum of 16 delegates for classroom events or up to 30 for our online programs depending upon the degree of facilitation support for delegate exercises we agree with you. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to negotiation

- Introduction to negotiation
- Determine what type of negotiation we need
- Assessing what scope we have to negotiate
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet Nano
- Developing our list of negotiables

Planning for a successful negotiation outcome

- Determining our MDO/LDO and BATNA
- Building a concession strategy
- Determining our negotiation balance and how to influence it
- Winning tactics and techniques
- Negotiating remotely
- Simple role play exercises

Learning Objectives

By the end of this course delegates will be able to:

- Describe different types of negotiation
- Assess what scope there is to negotiate for a given situation
- Structure, plan and execute simple negotiations

- Determine and change the balance of power in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Apply a selection of tactics and techniques to help secure outcomes

What You Will Get

This training is delivered by a highly experienced negotiation expert and can be delivered either live online as a series of workshops or as a 1-day classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet Nano workbook
- A starter supply of Red Sheet Nano notepads
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course

NEGOTIATION

Red Sheet® Lite Course



This negotiation training course is based around the Red Sheet Lite and includes essential negotiation planning, together with extensive practical training including a full role play. It provides winning approaches for everyday professional or one-on-one negotiation planning and helps those who attend to build the confidence and capability to negotiate with ease. The course takes delegates through the fundamentals of negotiation. It includes determining the requirements for a negotiation and developing a concession strategy. The different sources of power in negotiation are explored and delegates learn how to structure and plan for the negotiation meeting. This includes setting target outcomes and planning the sequence of interactions needed to secure the required outcome.

This course will enable delegates to secure better outcomes from their negotiations, to be more in control of the negotiation process and have greater confidence along the way. It is highly practical and features extensive coverage of the tactics and techniques that can help in a negotiation as well as body language and verbal language. During these highly interactive sessions, delegates get to witness first hand some of the winning approaches and even try putting some into practice. The course culminates in a simple team-based role play with immediate feedback. Delegates get to put what they have learned into practice in a safe environment.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of physical Red Sheet supplies: Red Sheet posters, Red Sheet Lite deskpads, Red Sheet Nano notepads, and other Red Sheet merchandise – powerful tools to show the other party you mean business!
- **Negotiation practice support** – Online coaching for your team, together with Red Sheet Online to guide, help plan and execute winning negotiations

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Course Content

Introduction to negotiation

- Introduction to negotiation and the different types of negotiation
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders

Concession strategy and maximizing power

- Building a concession strategy
- Power balance and how to influence it

Planning and managing the negotiation event

- Planning the negotiation event
- Managing the negotiation event
- Winning tactics for all stages of negotiation
- Body language – how to read your opponent, how not to give the game away

Winning tactics and practical exercise

- Winning tactics and techniques
- Team role play and feedback

Learning Objectives

By the end of this course delegates will be able to:

- Describe and determine what types of negotiation to use
- Structure, plan and execute simple negotiations
- Determine and change the balance of power in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language and verbal language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes

What You Will Get

This training is delivered by highly experienced negotiation experts and can be delivered either live online as a series of workshops, as a 2-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet Lite workbook
- A Red Sheet Lite deskpad
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course
- A 3-month subscription to Red Sheet Online (online courses only)

NEGOTIATION

Intensive Red Sheet® Course



This intensive negotiation training course is based around the Red Sheet and includes most of the content found on the advanced course but with a shorter role play negotiation. It provides winning approaches for negotiation planning and helps those who attend to build the confidence and capability to take on moderate to advanced negotiation. The course includes video examples of negotiation and interviews with leading negotiators. Delegates explore in depth all aspects of negotiation, negotiation planning and body language, as well as the tactics, techniques and behaviours required for success.

This course will enable delegates to secure better outcomes from their negotiations, to be more in control of the negotiation process, and have greater confidence along the way.

This course includes a personality module with the option of an individual psychometric assessment to evaluate personal negotiation style, along with a module on negotiating across cultural boundaries. The course also features extensive coverage of the tactics and techniques that can help in a negotiation as well as body language. During these highly interactive sessions, delegates get to witness first-hand some of the winning approaches and even try putting some into practice. The course culminates in a simple team-based role play with immediate feedback.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of physical Red Sheet supplies: Red Sheet posters, Red Sheet Lite deskpads, Red Sheet Nano notepads, and other Red Sheet merchandise – powerful tools to show the other party you mean business!
- **Negotiation practice support** – Online coaching for your team, together with Red Sheet Online to guide, help plan and execute winning negotiations

We charge per program or event based on a maximum of 16 delegates for classroom events or up to 30 for our online programs depending upon the degree of facilitation support for delegate exercises we agree with you. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to negotiation

- Introduction to negotiation and the different types of negotiation
- Matching negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Negotiating across cultures

Maximizing power and adapting for personality

- Negotiator personality and adapting behaviour for the negotiation
- Assessing the other party
- Power balance and how to influence it
- Using game theory to structure the negotiation approach

Building a concession strategy, planning and managing the event

- Building a concession strategy
- Planning the negotiation event
- Managing the negotiation event
- Winning tactics for all stages of negotiation
- Negotiating remotely for success

Making it a success, team role play and feedback

- Body language - how to read your opponent, how not to give the game away
- Team role play
- Post-negotiation reviews and lessons learned

Learning Objectives

By the end of this course delegates will be able to:

- Describe and determine what types of negotiation to use
- Structure, plan and execute complex negotiations
- Adapt negotiation for culture
- Match individual personality to the negotiation and adapt behaviour
- Determine and change the balance of power and the game being played in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes
- Conduct a post-negotiation review

What You Will Get

This training is delivered by highly experienced negotiation experts and can be delivered either live online as a series of workshops, as a 2-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet workbook
- A starter supply of Red Sheet posters
- A country-by-country culture guide
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course
- A 3-month subscription to Red Sheet Online (online courses only)

NEGOTIATION

Advanced Red Sheet® Course



This is our most popular negotiation course and helps prepare and equip delegates with the theory, tactics and practical experience of negotiation that enable outstanding results. It provides winning approaches for negotiation planning and helps those who attend, build the confidence and capability to take on any negotiation. Delegates explore in-depth, all aspects of negotiation and negotiation planning.

This course will help ensure you don't leave money on the table. It will enable delegates to secure winning outcomes from each negotiation they do, to stay in control of the negotiation process and to have confidence in their approach no matter what the scenario. Included is a module on personality, with the option of a full psychometric assessment to evaluate individual negotiation style as well as a module on negotiation across cultural boundaries. Negotiation tactics and techniques are covered in depth as well as body language and verbal language.

Delivered either as a series of live instructor-led online workshops or face-to-face in the classroom, during these highly interactive sessions delegates get to witness first-hand some of the winning approaches and even try putting some into practice. The program culminates in a full, team-based role play negotiation, either face-to-face for classroom training or via web conference for online programs, which is recorded on video and supplied to delegates after the workshop.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of physical Red Sheet supplies: Red Sheet posters, Red Sheet Lite deskpads, Red Sheet Nano notepads, and other Red Sheet merchandise – powerful tools to show the other party you mean business!
- **Negotiation practice support** – Online coaching for your team, together with Red Sheet Online to guide, help plan and execute winning negotiations

We charge per program or event based on a maximum of 16 delegates for classroom events or up to 30 for our online programs depending upon the degree of facilitation support for delegate exercises we agree with you. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to negotiation

- Introduction to negotiation and the different types of negotiation
- Match your negotiation approach to the situation, your objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders to support a negotiation
- Tactics to open and explore

Culture and personality - how to adapt the negotiation approach

- Negotiating across cultures
- Negotiator personality and adapting behaviour for the negotiation
- Assessing the other party

Power in negotiation

- Negotiating remotely
- Power balance and how to influence it
- Using game theory to structure the negotiation approach

Planning for a winning outcome

- Building a concession strategy
- Planning the negotiation event
- Managing the negotiation event
- Tactics to bargain and deal
- Dirty tactics and countermeasures

Body and verbal language

- Body language – how to read your opponent, how not to give the game away
- Use of verbal language – challenging non-specific language and using it to your advantage

Negotiation role play

- 2 x team negotiations (video recorded and supplied to delegates post workshop)
- Team negotiation feedback
- Post-negotiation reviews and lessons learned

Learning Objectives

By the end of this course delegates will be able to:

- Describe different types of negotiation
- Structure, plan and execute complex negotiations
- Adapt negotiation for culture
- Match individual personality to the negotiation and adapt behaviour
- Determine and change the balance of power and the game being played in a negotiation

- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language and verbal language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes
- Conduct a post-negotiation review

What You Will Get

This training is delivered by highly experienced negotiation experts and can be delivered either live online as a series of workshops, as a 3-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet workbook
- A starter supply of Red Sheet posters
- A country-by-country culture guide
- A negotiator's guide to all popular tactics and techniques
- An MP4 video of their negotiation role play
- A certificate for all delegates who complete the course
- A 3-month subscription to Red Sheet Online (online courses only)

NEGOTIATION

Advanced+ Red Sheet® Course



A 'next stage' advanced+ course for those already trained in Red Sheet. This specialist course takes learning and developing in negotiation to the next level and equips negotiators with some exceptional practical skills to secure outstanding results.

The course is built around Neuro-Linguistic Programming (NLP) principles and practice and, using individual and small group practical activities, equips delegates with some very powerful skills designed to secure the outcomes you need without your opponent understanding how you did it.

This course will ensure you realize your full potential for negotiation. It will give you great confidence in your approach and put you in complete control of the event, equipping you with some very practical approaches to ensure you don't leave money on the table in future negotiations.

Experienced experts in NLP and negotiation deliver this course and it covers the key aspects of NLP that are relevant for negotiation, building further upon the Red Sheet methodology. Practical one-on-one and small team negotiations build capability, all recorded on video and supplied to delegates after the workshop via email. The course is designed to provide high-impact learning and development and for this reason we limit numbers to only small groups of 12 maximum.

This course is suitable for:

- Professional negotiators
- Procurement professionals
- Sales professionals
- Anyone with experience of negotiation
- Anyone who has completed an Intensive or Advanced Red Sheet Negotiation course.

You may also be interested in:

- **Red Sheet Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite deskpads, Red Sheet Nano note ads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!
- **Negotiation practice support** – Online coaching for your team, together with Red Sheet Online to guide, help plan and execute winning negotiations

We charge per program or event based on a maximum of 12 delegates for classroom events or up to 30 for our online programs depending upon the degree of facilitation support for delegate exercises we agree with you. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Reflection of negotiation so far

- Recap on Red Sheet process and negotiation approach
- Reflection on negotiation experience so far

One-on-one negotiations

- One-on-one negotiations with facilitators/actors
- Personal feedback

Mastering how we 'connect' with our opponent

- Building rapport – the importance of rapport and how to create and maintain it during a negotiation
- Representation systems – how people represent their reality
- Communication systems – how people communicate and want to be communicated to

The art of letting them have it your way

- Chunking – Negotiating around what people really want, not what they think they want and understanding others' motivations

- Personal strategies – Identifying the personal strategy of the opponent. Use of 'pattern interrupt' to reset the negotiation process
- Goal setting – Using well-formed outcomes to set goals for negotiation outcomes
- Anchoring – Getting into the optimum state for the negotiation and using anchoring to influence the state of others

Advanced language and body language

- Language patterns – Clarifying non-specific language to understand other people's positions accurately and using non-specific language and metaphors to influence outcomes
- Advanced body language

Advanced structuring winning negotiations

- Making team-based negotiations really work
- Planning and structuring advanced negotiations
- Small group role play (video recorded with feedback from leaders)

Learning Objectives

By the end of this course delegates will be able to:

- Identify how an opponent 'represents their reality' and how they communicate (and like to be communicated to)
- Identify what an opponent really wants, not what they say they want, and their personal motivators
- Identify the negotiation strategy others are using and apply 'pattern interrupt' to reset the negotiation process
- Use effective goal setting to secure desired negotiation outcomes
- Apply anchoring techniques to get oneself into the optimum state for negotiation and influence others' state during the negotiation
- Use non-specific language to influence outcomes and establish an opponent's position
- Apply a range of specific tactics and techniques to maximise outcomes
- Plan, structure and lead individual and group negotiations
- Align a supporting team to ensure they work in concert during the negotiation
- Use advanced body language techniques to read the opponent and influence them

What You Will Get

This training is delivered by highly experienced negotiation experts and can be delivered either live online as a series of workshops or as a 3-day classroom event, exclusively for your company at almost any location worldwide. Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour 'Next Stage' Red Sheet workbook
- An MP4 video of their negotiation role play
- A certificate for all delegates who complete the course

BUYER'S TOOLKIT

Introduction Course



This training course is aimed at anyone who wants to learn how to buy more effectively. It is useful for those in the organization who interface or interact with suppliers, or who are responsible for managing contracts or suppliers where there is significant spend or risk to the business. The course is designed to provide delegates with the core or fundamental buying skills and tools that can make a difference to buying outcomes and enable effective contract and supplier management.

The event is fully customizable and modules can be adapted to meet specific client requirements.

This course is suitable for:

- Anyone who manages a supplier
- Anyone who interfaces with a supplier
- Anyone who wants to learn the basics of procurement

You may also be interested in:

- **Buyer's Toolkit Online** – 5D Power Buying® Process, toolkit, resources and digital learning.
- **Procureus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procureus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Red Sheet® Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to effective buying

- Introduction to buying
- How suppliers gain advantage
- The 5D Power Buying® process
- Defining our buying objectives and the needs and wants
- Determining our buying power using the power check test (including group work)

Developing a winning buying plan

- Getting behind price
- Understanding our position in the market
- Determining how to boost our power
- Introduction to managing suppliers
- Developing a Power Buying Plan
- Negotiating to get the best deal

Learning Objectives

By the end of this course delegates will be able to:

- Describe the basic principles of buying
- Describe the different ways suppliers gain advantage
- Assess our buying position and strength
- Develop a simple plan for effective buying
- Define the needs and wants for an area of spend
- Develop and implement arrangements to better manage a supplier
- Conduct simple negotiations
- Buy more effectively

What You Will Get

This training is delivered by a highly experienced trainer and practitioner in this field and can be delivered either live online as a series of workshops or as a 1-day classroom event, exclusively for your company at almost any location worldwide.

Delegates will receive:

- 3P agenda and joining pack sent out in advance
- Full colour workbook hand outs
- A certificate for all delegates who complete the course
- Book by Jonathan O'Brien - "The Buyer's Toolkit"

BUYER'S TOOLKIT

'Proficient Buyer' Course



ONLINE TRAINING



CLASSROOM TRAINING



BLENDED LEARNING

This training course is aimed at individuals or those in companies who buy or want to learn how to buy more effectively. It is suitable for those in organizations who are responsible for buying or who interface or interact with suppliers or manage contracts. It is particularly suitable for small to medium sized buying teams who wish to move from basic tactical buying to a buying approach that adds greater value to the organization. It is relevant for teams with little or no buying experience and equally suitable for those who know what they are doing.

The course is designed to provide delegates with a solid grounding and full training in the 5D Power Buying® process. It will also establish a common toolkit and language within a team and across the business as a whole. It will help make a significant difference to buying outcomes and enable better contract and supplier management.

The event is fully customizable and the modules can be adapted to meet specific client requirements. We can also adapt the agenda to provide real outputs for an organization.

This course is suitable for:

- Anyone who buys
- Anyone who manages a supplier
- Anyone who interfaces with a supplier
- Anyone who agrees or manages contracts

You may also be interested in:

- **Buyer's Toolkit Online** – 5D Power Buying® Process, toolkit, resources and digital learning.
- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Red Sheet® Online** – The ultimate online platform for professionals who are serious about achieving excellence in negotiation. Red Sheet Online is a complete negotiation planning toolkit featuring downloadable resources, electronic Red Sheet tools, full tactics library, culture guide and digital learning modules with HD video. Also included is our fully responsive negotiation planning web application allowing you to collaborate globally and plan negotiations on the move. Available on an annual subscription basis, with significant discounts if purchased with classroom training.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs (depending upon the degree of live online facilitation for breakouts selected). Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Introduction to effective buying

- Introduction to buying
- How suppliers gain advantage
- The 5D Power Buying® process
- Defining our buying objectives and the needs and wants
- Determining our buying power using the power check test (including group work)

Understanding our position

- Getting behind price
- Understanding our position in the market
- Determining how to boost our power

Developing a winning buying plan

- Developing a Power Buying Plan
- Fundamentals of the contract
- Introduction to negotiation and basic negotiation toolkit

Making it happen

- How to manage the suppliers and check performance
- When things go wrong - dealing with supplier disputes (including group work)
- How to implement new buying arrangements
- Next steps in the journey to effective buying

Learning Objectives

By the end of this course delegates will be able to:

- Describe the basic principles of buying
- Describe the different ways suppliers gain advantage
- Assess our buying position and strength
- Develop a simple plan for effective buying
- Determine which suppliers are more important than others and state why
- Define the needs and wants for an area of spend
- Develop and implement arrangements to better manage a supplier and drive improved performance
- Conduct simple negotiations
- Agree simple contracts with suppliers
- Buy more effectively

What You Will Get

This training is delivered by a highly experienced trainer and practitioner in this field and can be delivered either live online as a series of workshops or as a 2-day classroom event, or a combination of the two, exclusively for your company at almost any location worldwide.

Delegates will receive:

- 3P agenda and joining pack sent out in advance
- Full colour workbook hand outs
- A certificate for all delegates who complete the course
- Book by Jonathan O'Brien – "The Buyer's Toolkit"
- A 3-month subscription to Buyer's Toolkit Online (online courses only)

EFFECTIVE LEADERSHIP & MANAGEMENT

Interactive Training Course



Our leadership development programs are designed for those in management and leadership positions, or those on a development path to such positions. The courses are inspirational and combine a broad range of training on leadership topics as well as a series of interactive group work exercise, case studies, videos and facilitated debate.

This course will bolster personal and organizational capability and help you build better teams that can achieve the goals and outcomes you need.

This highly memorable program involves sessions designed to increase the understanding of one's self as well as how delegates interact in a team environment. A range of personal and leadership tools in conjunction with analytical techniques are explored which will help to better equip individuals for the workplace. Individuals who attend these courses find them exceptionally beneficial and learn new approaches that help for years to come. We can offer standard leadership development courses or we can develop a custom course to meet specific development objectives, perhaps combined with a teambuilding element.

This course is suitable for:

- Anyone in a managerial role
- Senior executives or managers
- Individuals who are to transition into management
- Anyone who needs to lead or manage a team

You may also be interested in:

- **Personal Effectiveness** – A 2-day interactive workshop aimed at any individual who wants to better understand themselves and how they interact within a team. This inspirational workshop equips individuals with a series of tools and techniques for life that will dramatically improve personal effectiveness in any role.
- **Team Building** – For in-person events we can provide a range of indoor or outdoor team building activities that can be delivered as a single event to galvanize a new or underperforming team, or can be incorporated into other learning and development programs. For online programs, similar team building events are possible with virtual team challenges conducted remotely.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Understanding effective leadership and management

- Introduction to leadership and management
- Attributes of an effective leader
- Leadership behaviours and types of leaders
- What leaders do and don't do

Leading teams

- Leading teams and team dynamics
- Personal team roles
- Personal role anchors
- Communication - in teams and as a leader
- Leadership, power and sources of authority—leading where there is no direct authority

Influencing and coaching

- Influencing skills
- Coaching skills
- Body language
- Inspirational leadership - motivating people to excel
- Personality assessment (various tools available)

Maximizing our potential

- How I see the world, how others see it – NLP perceptual positions
- Personal energy levels and how to maximize your output
- Time management and personal planning
- Stress and managing stress

Skills for effective leadership

- Managing upwards
- Leadership communication
- Conflict management and resolution
- Problem solving
- Executive leadership

Presentation and facilitation

- Presentation skills
- Facilitation skills
- Managing personal career development

Learning Objectives

By the end of this course delegates will be able to:

- Describe the role of the leader
- Lead and manage direct reports more effectively
- Manage self and personal ambition more effectively

- Interact, communicate and facilitate meetings more effectively
- Describe aspects of their personality that shape how they behave
- Develop a personal development and career plan
- Better solve problems and manage conflict

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered either live online as a series of workshops or as a 3-day classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour Effective Leadership & Management training workbook containing summary of content from the 3 days
- Laminated leadership tools sheet
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

PERSONAL EFFECTIVENESS

Interactive Training Course



Our personal effectiveness programs are designed to help individuals realize their personal and professional ambition and increase the contribution to the business. Courses are inspirational and combine a broad range of training across a variety of topics as well as a series of interactive group work exercise, case studies, videos and facilitated debate. The programs involve sessions designed to increase the understanding of one's self as well as how delegates interact in a team environment. A range of personal and leadership tools and analytical techniques are explored which, combined, will help to better equip individuals for the workplace.

Individuals who attend these courses find them exceptionally beneficial and learn new approaches that help them for years to come. The course places an emphasis on learning by doing, with a series of interactive exercises and games to illustrate key contents. The course also includes personality and team interaction assessments to help individuals understand more about themselves and how they interact in a team.

This course will increase your confidence and effectiveness and will equip you with a range of tools to help across any business situations.

This course is suitable for:

- Anyone who wants to become more effective in life, their job and in their future career
- Anyone in your team who you wish to become more effective at what they do

You may also be interested in:

- **Effective Leadership and Management** – A 3-day interactive workshop aimed at those in management and leadership positions or those on a development path to such positions. Fully customizable for the organization to focus of specific needs or requirements.
- **Team Building** – For in-person events we can provide a range of indoor or outdoor team building activities that can be delivered as a single event to galvanize a new or underperforming team, or can be incorporated into other learning and development programs. For online programs, similar team building events are possible with virtual team challenges conducted remotely.

We charge per program or event based on a maximum of 20 delegates for classroom events or 30 for our online programs. Our fees include trainers, any travel time (within the EU or US), preparation, basic customization and standard course hand-outs (provided in-person or mailed out to delegates for online programs) but exclude venue and facilities hire, reasonable expenses for classroom events and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. For classroom events, the client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

Understanding me

- Who am I – What do I need to be successful...in work, in life?
- The importance of self esteem
- How I see the world and how others see it – NLP perceptual positions
- Influencing skills

Achieving personal excellence

- Personal communication and use of language patterns
- Effective goal and target setting
- Stress management
- Personal energy and wellbeing

Effective communication and interaction

- Reading the other person – NLP, Visual, Auditory and Kinesthetic, and Body language
- Effective communications skills
- 'Facilitating a group' skills
- Conflict resolution and dealing with difficult people

Boosting my personal effectiveness

- Getting things done and good time management
- Leading or being part of a team
- Team building exercise, either in-person or online with virtual teams
- Personal planning

Learning Objectives

By the end of this course delegates will be able to:

- Be more effective at whatever they do
- Construct communications and interactions based on the others position and thinking
- Use language more effectively to achieve specific outcomes
- Manage personal wellbeing more effectively

- Deploy a structured approach to run and facilitate meetings
- Resolve conflict
- Set goals and manage actions to realize them
- Describe aspects of own personality that shape behaviour

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered either live online as a series of workshops or as a 2-day classroom event, exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour Personal Effectiveness training workbook containing summary of content from the 2 days
- Laminated personal tools sheet
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

