

# Training & Development Portfolio 2024 (Procurement & Supply Chain)



*Developing Talent... Don't ever stop...*

Reach

your

goal

with

us.

## YOUR PARTNER IN

# Training | Consulting | Certifications

**What is  
ISM-INDIA?**

ISM-INDIA is the **Center of Excellence** in Procurement & Supply Chain Management Activities. It is an **affiliate of ISM USA** & has **also partnered with the World Bank & UN (ITC Geneva)** to enhance professionalism in Procurement & Supply chain Management activities. We design and deliver **executive management development programs and professional certification.**

This aims to upgrade the skills and knowledge necessary for developing competency, career development and enable organizations to leverage the competitive advantage of their workforce.

Our programs help supply professionals deliver real strategic and sustainable value to their organizations. World class training and development of modern professional is our core strength. Best practices, trouble shooting and strategic thinking are key elements in all our training and professional development programs. All our courses are balanced combination of lectures, case studies and workshops. A key differentiator of our approach is our commitment to transferring knowledge so your organization can sustain and build improvements on its own.

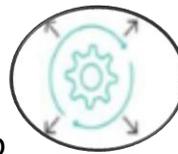
# What ISM-INDIA DOES?

The key activities of ISM-INDIA are:



## COMPETENCY ASSESSMENT TEST

We conduct a wide range of tests to analyze the competency gap in the area of Procurement & SCM. These could be used for capacity development, training and recruitment.



## TRAINING NEEDS

To analyze the training and development needs, we have designed the Competency Assessment Framework that supports and enhances individual learning experiences.



## TRAINING & DEVELOPMENT

We assist the individual and organizations in building professional capacity in Procurement and SCM. We have developed a wide range of training programs which can be tailor-made to suit the needs of the client.



## PROFESSIONAL CERTIFICATION

We facilitate individuals/organizations in getting International Certification in Procurement and Supply Chain Management from world-renowned organizations.



## E-LEARNING

We have set up an eLearning portal to facilitate online access to various e-Certificate programs, webinars & brainstorming sessions.



## CONSULTANCY

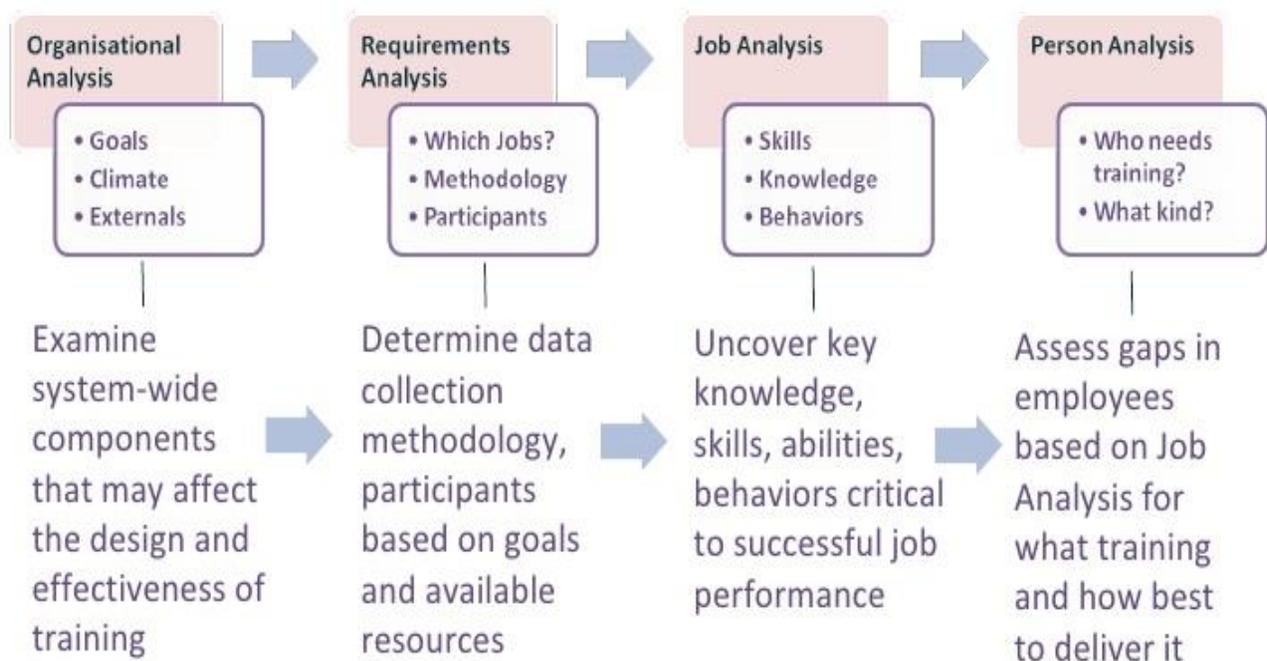
ISM-INDIA™ provides consultancy in procurement and SCM with the major focus on optimizing procurement and supply chain.

# COMPETENCY ASSESSMENT FRAMEWORK

Designing the framework that supports and enhances individual learning experiences. It refers to deliberate choices about what, when, where and how to conduct training. Full customization of training is provided on the basis of training need assessment.

## Assessing Training Needs

To analyze training and development needs of employees to support performance and business objectives in current and future scenarios, the following steps are required:



## This calls for undertaking the following 4 steps

### ➤ **Maturity Level of Procurement Function:**

A **Maturity** Assessment enables **Procurement Function** to reach a genuine understanding of its current capacity and capabilities. The exercise makes it possible for **Procurement** to set more realistic goals for itself and strategically target areas for improvement.



To assess the maturity level, you are welcome to visit our site [www.ism-india.org](http://www.ism-india.org) and this facility is available free of cost to the company after award of the contract.

### ➤ **Professional Level of the Candidate:**



- ❖ **Managerial Level** (Develops, improves and fulfils organizational and functional objectives in procurement and supply.)
- ❖ **Professional Level** (Formulates direction and advice, manages change, and leads and influences both internal and external stakeholders in procurement and supply.)
- ❖ **Advanced Professional** (Lead's procurement teams within and organization and influences the board to adopt leading-edge procurement strategies and establish best practice. Influences supply markets with innovative sourcing solutions.)
- ❖ **Tactical Level** (Applies key tasks associated with the work of procurement and supply.)
- ❖ **Operational Level** (Provides advice and guidance to key stakeholders on the performance of organizational procedures and processes connected with procurement and supply.)

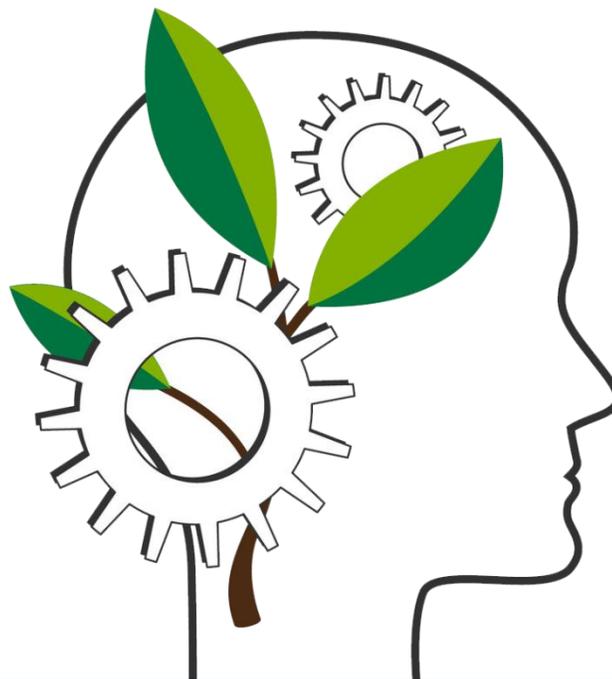
➤ **Competency Level of the Candidate:**

The competency level is a person's ability to fulfil a specific role or activity. This is based on an online competency assessment test covering a wide range of competencies.



➤ **Developing Training Content:**

The training content can be designed based on inputs.



# Training Methodology

ISM-INDIA's training methodology and approach to transferring knowledge is constantly reviewed and updated. We ensure that we bring the most up to date teaching methods and techniques to our courses.

We strongly believe that actively engaged participants will absorb and retain knowledge far more successfully than those who attend lecture style courses. Where material is contextualized and relevant to the participants' own experiences, understanding is significantly improved.

The focus of our training is on Knowledge Transfer. Our training programs are designed to provide participants with an active and relevant learning experience. Our resources and methodologies include:

**All the participants will be honored with a certificate of participation after the training. Certificate of completion will be awarded to only those participants who complete their assignments within a week after the training**

Based on our experience to conduct many training programs, we propose a blend of following tools.



**Training Material**



**Poll Questions**



**Q&A**



**Games**



**Case Studies**



**Capstone Assignments**



**Mentoring & Guidance on Need Basis**



**Pre/Post Competency Assessment**

# Training Programs

<b>Contents</b>	<b>Page No.</b>
Strategic Procurement Management	10
Procurement Basics	11
Advanced Strategic Sourcing	12
Category Management	13
Advanced Effective Negotiation	14
Strategic Contract Management	15
Legal Implications of Procurement	16
Demystifying Supply Chain Management (SCM)	17
Effective Logistics Management (Logistics 4.0)	18
Cost and Price Analysis	19
Sales & Operations Planning (S&OP)	20
Inventory Management & Control	21
Procurement Risk Management	22
Blockchain 101	23
Digital Transformation (Procurement 4.0)	24
Reshaping Future Procurement	25
Smart Public Procurement	26
Best Practices for Indirect Procurement	27
Big Data in Procurement	28
Vendor Management	29
Demystifying e-Auction (Reverse Auction)	30
Advanced Spend Management & Analysis	31
Sustainable Procurement & Supply Chain	32
CPSM Bootcamp	33
IDSCM Bootcamp	34

# HIGHLIGHTS

# TRAINING PROGRAMS



## ISM Mastery Model® (Self Competency Assessment)



Business  
Acumen



Category  
Management



Corporate  
Social  
Responsibility  
(CSR) and Ethics



Cost and  
Price  
Management



Financial  
Analysis



Legal



Logistics  
Management



Negotiation



Project  
Management



Quality  
Management



Risk



Sales and  
Operations  
Planning



Sourcing



Supplier  
Relationship  
Management



Supply Chain  
Planning



Systems  
Capability  
and  
Technology

# Strategic Procurement Management

## Overview

Since Procurement forms a major part of expenditure, there is a need to achieve value for money through careful appraisal and management.

This training will focus on achieving world-class performance for the company. It will explore key concepts such as Cost/Price analysis, Value Analysis & Total Cost of Ownership.



## Learning Objectives

- Setting Strategies for World Class Procurement.
- Maximizing Value for Money.
- Understand the Principles of Strategic Procurement.
- Managing Contracts Using KPIs.

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Evolution of Procurement
- ❖ Category Management & Strategic Sourcing
- ❖ Effective Negotiation
- ❖ Contracting & Risk Management
- ❖ Building Resilience & Agility
- ❖ Contract Management & SRM
- ❖ Understanding Digital Technologies

“**Strategic Procurement process directly translates into improved business performance by way of focusing on bottom line savings in the long-term.**”

# Procurement Basics

## Overview

Procurement refers to techniques, structured methods, and means used to streamline an organization's procurement process and achieve desired results. Over the years, its role has evolved from a reactive function to a strategic business partner. The procurement organization has been largely left behind in the digital revolution.



## Learning Objectives

- Understand the role of Procurement.
- Effective Use of Different Procurement Methods.
- Steps involved in Procurement Process.
- Learn about Direct and Indirect Procurement

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Understanding the stages of the procurement cycle
- ❖ Specification development
- ❖ Supplier appraisal and selection
- ❖ Cost & Price Analysis including TCO
- ❖ Evolution of Procurement
- ❖ Effective Negotiation
- ❖ Formation & Managing Contract
- ❖ Future of Procurement

**“ Procurement, once seen as just a cost-cutting function, has now been thrust into the spotlight and will be crucial in determining the growth and survival of companies worldwide. ”**

# Advanced Strategic Sourcing

## Overview

We hear and read a great deal of information about Strategic Sourcing. It is one of the most powerful tools that procurement & supply chain professionals and organizations have available to them to bring significant bottom-line results to our company. As Procurement has evolved from the Purchasing Agent to Supply Chain mentality, strategic sourcing culminates the transformation as a collaborative process that is producing immediate and significant results required by the CEO.



## Learning Objectives

- Analysing Spend Data based on Risks and Impact.
- Market Analysis.
- Developing Sourcing Strategy.
- Contracting & Developing Supplier Relationship.

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Scope of Strategic Sourcing
- ❖ Develop Spend Profile
- ❖ Market Analysis
- ❖ Sourcing Strategy
- ❖ Supplier Evaluation & Selection
- ❖ Negotiation and Contracting
- ❖ Supplier Performance Management
- ❖ Electronic Sourcing

**“Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of your entire organization.”**

# Category Management

## Overview

Category Management is a strategic approach to procurement where organizations segment their spend into areas which contain similar or related products enabling focus opportunities for consolidation and efficiency.

Category Management associated theories that can be used to help the dissecting of products or services are Pareto (80/20 rule) and ABC Analysis.



## Key Takeaways

- Understand the end-to-end category management process
- Identify the activities and tools that may be used at each phase of the process
- Learning the scope & purpose of Spend Analysis
- Value may be added at each phase

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Understanding Category Management
- ❖ The Category Management Process
- ❖ Defining the Opportunity
- ❖ Reviewing the Supply Market
- ❖ Developing a Category Plan & Strategy
- ❖ Clean Sheet (Should Cost Analysis)
- ❖ Engaging the Supply Market
- ❖ Managing Supplier Performance
- ❖ Review and Refresh the Strategies

**“Category Management is the collaborative process of organising categories as independent business units, aimed at producing business results by focusing on delivering value to a customer.”**

# Advanced Effective Negotiation

## Overview

This training program provides the participants with core negotiation skills and the critical steps in the negotiation process.

Participants are introduced to the concept, stages, and elements of successful negotiation. Through interactive activities, participants practice applying negotiation skills to a variety of situations which will help them develop skills to increase their power, recover stalled negotiations, develop creative solutions, and determine the best alternative to a negotiated agreement (BATNA).



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Understand the basic types of negotiations, phases of negotiations, and the skills.
- Learn Strategies & Tactics for successful negotiation.
- Understand and apply basic negotiating concepts: WATNA, BATNA, WAP, and ZOPA.
- Lay the groundwork for Negotiation.

## Course Outline

- ❖ Understand How Negotiation Works
- ❖ Preparing for Negotiations
- ❖ Conceptual Approach to Negotiation:
- ❖ Interest-Based Negotiation
- ❖ Inter-Personal Skills.
- ❖ Developing Needs
- ❖ Strategy and Tactics
- ❖ Effective Implementation
- ❖ Personal action plans

“Negotiation is in some ways like chess. You are prepared to sacrifice particular pieces in the interest of winning the game. In chess you know the pieces but you can't see into the other person's mind. In negotiation you don't necessarily know the "pieces". You have to discover and develop your own pieces and find ways of uncovering your counterpart's.”

# Strategic Contract Management

## Overview

Contract influence the profitability of the business in a very large way as it directly relates to the revenue and expenses of the organization. Effective contract management is very important in ensuring that both the parties fulfill the commercial contract terms between them. This course will provide delegates with the combined theoretical and practical knowledge of contract administration and management.

The delegates will learn how to resolve the typical issues and challenges arise and how to improve the project delivery performance by improving the knowledge in procurement, contract law and contract management.



## Key Takeaways

- Contract management terminology
- Key principles of contract management
- Importance of effective contract management
- Contract lifecycle and stages of the contract management
- Subcontracting, developing strategic alliance and outsourcing

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Contract Management for Delivering Value of Money.
- ❖ Potential Risks & Risk Management.
- ❖ Effective Governance Structures.
- ❖ Monitoring Against KPIs & SLAs.
- ❖ Planning Measures for Corrective Action.
- ❖ Contract Extension and Termination.
- ❖ Negotiation & Dispute Resolution.
- ❖ Exit Strategy.

“Effective contract management is essential to any business, and as more companies start to understand the value of process automation, contract management solutions are becoming more sought after than ever before.”

# Legal Implications of Procurement

## Overview

Legal principles, rules, and requirements permeate the daily activities of Procurement Professionals. They form the framework for every transaction with every supplier and ensure agreement is legally enforceable and what remedies are available if there is breach.



## Key Takeaways

- General principles of contract law
- Understanding of all key terms and conditions including their implications
- Procurement professionals will get help to avoid many legal disputes
- Obtain optimum outcomes

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Formation of Contract.
- ❖ Contract Implementation
- ❖ Securing Contract Performance
- ❖ Termination & Remedies
- ❖ UN Convention on Contracts for the
- ❖ International Sale of Goods.
- ❖ INCOTERMS 2020.
- ❖ Conditions of Contract.
- ❖ Settlement of Disputes.
- ❖ General Issues to mitigate risks.

“As a procurement professional, you are required to understand the nature and purpose of contracts and what constitutes a legally binding obligation including potential risks.”

# Demystifying Supply Chain Management (SCM)

## Overview

This program is an introduction to the fascinating world of Supply Chain Management. When you complete this Training Program, you'll have a richer understanding of the complexities that companies are facing in today's global networked economy.

As our profession has evolved from the Purchasing Agent to Supply Chain mentality, there is strong need for all senior procurement professionals to understand their role in the supply chain and how they can add value to the supply chain.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Develop an understand key drivers of Supply Chain performance.
- Understand the value of managing the supply chain.
- Learn the impact of recent trends on supply chain dynamics.
- Optimize the Supply Chain.

## Course Outline

### ➤ Planning

- Demand Planning
- Supply Planning
- S&OP
- Forecasting Techniques

### ➤ Sourcing

- Overview of Sourcing Cycle
- Supplier Collaboration
- Risk Management
- Leadership

### ➤ Operations

- Techniques Used to Optimize flow
- Six Sigma Quality
- Lean Practices

### ➤ Logistics

- Transportation
- Warehousing
- Inventory Management
- Logistics Network Design

“  
Supply Chain is like nature; it is all around us.  
”  
~Dave Waters

# Effective Logistics Management (Logistics 4.0)

## Overview

Logistics refers to the movement, storage, and flow of goods, services and information inside and outside the organization. The main focus of the supply chain is a competitive advantage, while the main focus of logistics is meeting customer requirements. It is an activity within the supply chain.

Think about it, society would be chaotic and food shortages would occur, if the logistics industry did not properly fulfill its role.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Understand relevancy to work with in logistics function.
- Learn about transportation, storage, and import & Export Documentation.
- Ensuring smooth & efficient flow of goods.
- Use of Digital Technologies to make it more transparent.

## Course Outline

- ❖ Fundamentals of Logistics
- ❖ Transportation Management
- ❖ Warehouse Management System (WMS) & Transport Management System (TMS)
- ❖ Inventory Decisions & Management
- ❖ Best practices in logistics management
- ❖ Use of INCOTERMS 2020 to minimize risks
- ❖ Emerging Technologies in Logistics
- ❖ Overview of Logistics 4.0 (Smart Logistics)

“A key determinant of business performance is the role of the logistics function in ensuring the smooth flow of materials, products and information throughout the company’s supply chains.”

# Cost & Price Analysis

## Overview

Managing and reducing cost continues to be one of the primary focal points of business. Today in many organizations, more than half of the total revenue is spent on goods and services— everything from raw material to overnight mails. In case of MRO items this percentage could range from 20-25% of the total revenue.

Maintaining a competitive position and even survival will depend on the organizations ability to use all of the continuous improvement strategies which have been developed to reduce cost across the entire supply chain for the life of the product or service.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- The Importance of Price/Cost Analysis in Continuous Improvement Programs
- The Difference Between Price and Cost Analysis
- Criteria for Selecting the Analysis Type
- Supplier Pricing Models

## Course Outline

- Defining Cost & Price Analysis
  - Difference Between Cost and Price Analysis
  - Selection Tool
- Ways of Performing Price Analysis
  - Methods of Price Analysis
  - Competitive Bidding
  - Historical Analysis
  - Regression Analysis
- Ways of Performing Cost Analysis

“ Price Analysis looks purely at the unit price from a vendor while Cost Analysis incorporates the reasonable cost to the vendor of producing that item to determine if the price quotes are fair and appropriate. ”

# Sales & Operations Planning (S&OP)

## Overview

It is a vehicle of communication to amalgamate the vision, strategy, financial and tactical plans of a business into a unified Operating Plan with the objective to optimize the critical resources.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Identify the primary steps in the S&OP process and explain the purpose of each step.
- Identify the inputs and outputs and the content of each primary step in the process.
- Describe the next lower-level steps in each primary step in the process.
- Illustrate how the lower-level steps transform the inputs into the outputs.

## Course Outline

- ❖ Introduction to S&OP
- ❖ Supply Chain Overview Framework
- ❖ Objectives of S&OP
- ❖ Benefits of S&OP
- ❖ The five step S&OP process
- ❖ S&OP Inputs - demand and operations planning
- ❖ Building and working with S&OP grids and graphs
- ❖ Managing the output from the S&OP process
- ❖ Organizing product families for S&OP
- ❖ Attributes, objectives and benefits of S&OP
- ❖ Implementing S&OP
- ❖ Aggregate Operations

“Sales and Operations Planning aims to ensure that customer demand can be met by the production, distribution and procurement.”

### S&OP brings together

- Demand plans
- Financial goals
- Supply plans
- Inventory quantities
- New product plans



# Inventory Management & Control

## Overview

Inventory management is a component of supply chain management that involves supervising non-capitalized assets, or inventory, and stock items. Specifically, inventory management supervises the flow of goods from manufacturers to warehouses and from these facilities to point of sale.



## Key Takeaways

- The financial implications of inventory.
- The basic principles and functions of inventor.
- How to account for inventory value.
- How to manage inventory and measure inventory performance.

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ Basics and functions: Purpose of inventory, objectives of inventory control, inventory classifications/categories and types of stock, physical location, inventory policies.
- ❖ Financial implications: Working capital, cash flow, asset versus expense, inventory valuation, FIFO, LIFO, average cost, market value.
- ❖ Costs of inventory: Carrying costs, ordering costs, stock-out costs, labor costs.
- ❖ Management: Planning and replenishing, economic order quantity (EOQ), Pareto analysis, ABC concept, setting stock levels, forecasting, order cycles and lead times, safety stock, inventory shrinkage, stock rotation, shelf life.
- ❖ Capacity issues: Seasonality, contingency plans, process variation.

“**Make Inventory a common enemy for your company.**”  
~ Dave Waters

# Procurement Risk Management

## Overview

The procurement of goods and services play a significant part in an organization’s operations and enhances value offerings. However, the risk is an event that is capable of impeding procurement from achieving functional and business objectives. There is a risk in every supply relationship, without these risks it is difficult to achieve enhanced value. The focus should be on identifying these risks, assessing them effectively and managing them proactively.



## Key Takeaways

- Increase Efficiency & Reduce Procurement Time.
- Reduce Risks
- Deliver Value for Money
- Developing Procurement Risk Framework

## Course Duration

1 or 2 days depending on professional level.

## Course Outline

- ❖ The procurement cycle and key phrases.
- ❖ Developing the Specifications.
- ❖ Sourcing Process & Award of Contract
- ❖ Introducing Risk Management
- ❖ Risk Management Process
- ❖ Risk Identification & Assessment
- ❖ Risk Strategy (4 T Approach)
- ❖ Risk Register
- ❖ Role of Technology to mitigate risks

“Without knowing what you need, when you need it, or who will deliver it on time and at the best price, your supply chain might look more like a tangle of fairy lights with a few bulbs missing.”

# Blockchain 101

## Overview

Blockchain is one of the most talked-about technologies in the business right now. Blockchain tech has the potential to drive major changes and create new opportunities across various functions—from procurement, supply chain management, finance, healthcare, etc.

A blockchain is a decentralized database – an electronically distributed ledger or list of records that is accessible to various users. Blockchains use cryptography to log, process, and verify every transaction, making them secure, permanent, and transparent.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Learn how and why of blockchain.
- Reduce disruption mitigation time from days to hours.
- Reduce time to validate & manage new suppliers.
- Reduce Operational Silos & ensure business continuity.

## Course Outline

- ❖ What is Blockchain Technology?
- ❖ How does Blockchain Technology work?
- ❖ What can a Blockchain do?
- ❖ What is a distributed ledger?
- ❖ Why use Blockchain Technology?
- ❖ Use of Smart Contract.
- ❖ Role of Blockchain in Supply Chain
- ❖ Intelligent Workflows for Supply Chain.

“There are a lot of really fabulous things that get done with digital assets and blockchain technologies to reduce friction, to reduce costs, and enable things that weren't possible before.”

~Brad Garlinghouse

# DIGITAL PROCUREMENT TRANSFORMATION (PROCUREMENT 4.0)

## Overview

2020-21 proved that the Procurement & Supply Chain landscape will never be the same. There is an urgent need to reshape the Procurement & Supply Chain to move our organizations forward. In short, we need to turn Procurement into a Value Driver in 2022.

Based on the survey, we could say that most of Procurement Leaders see digital transformation as critical to their future performance. This calls for change in 2022 by transforming Procurement to cope with the Digital Era. Although there is no one single solution for all companies, everyone needs to make their own roadmap for transformation.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Key Challenges Post Covid-19.
- Overview of Future Operating Model.
- Assessing the Maturity Level of your Procurement Function.
- Assessing Competency of the Staff to cope with future needs.
- Identifying Strategic Levers to make procurement agile.
- Game-Changing Technologies to remain competitive.

## Course Outline

- ❖ Overview of Standard Sourcing & Procurement Model.
- ❖ Impact of Industry 4.0 (4th Industrial Revolution).
- ❖ Understanding the Expectations of Management & Customers.
- ❖ New Role of Procurement & its Staff.
- ❖ Assessing the Maturity Level of your Procurement Function.
- ❖ Overview of Digital Enablers i.e., RPA, AI, Big Data etc.
- ❖ Steps to Transform Procurement to Digital-First Economy.

“**Digital Procurement is just another way to improve Procurement.**”

# Reshaping Future Procurement

## Overview

2020-21 proved that the Procurement & Supply Chain landscape will never be the same. There is an urgent need to reshape the Procurement & Supply Chain to move our organizations forward. In short, we need to turn Procurement into a Value Driver in 2022.

Based on the survey, we could say that most of Procurement Leaders see digital transformation as critical to their future performance. This calls for change in 2022 by transforming Procurement to cope with the Digital Era. Although there is no one single solution for all companies, everyone needs to make their own roadmap for transformation.



## Course Duration

1 or 2 days depending on professional level.

## Key Takeaways

- Key Challenges Post Covid-19.
- Overview of Future Operating Model.
- Assessing the Maturity Level of your Procurement Function.
- Assessing Competency of the Staff to cope with future needs.
- Identifying Strategic Levers to make procurement agile.
- Game-Changing Technologies to remain competitive.

## Course Outline

- ❖ Key Challenges Post Covid-19.
- ❖ Overview of Future Operating Model.
- ❖ Assessing the Maturity Level of your Procurement Function.
- ❖ Assessing Competency of the Staff to cope with future needs.
- ❖ Identifying Strategic Levers to make procurement agile.
- ❖ Game-Changing Technologies to remain competitive.

“**Now is the time to push your Procurement Function to become a Strategic Contributor by tapping the supply base’s energy to help achieve your company’s strategic objectives.**”

# Smart Public Procurement

## Overview

Procurement is viewed as a critical value adding function of the Supply Chain. It broadly covers all the upstream activities. It plays a key role in cost savings, value addition through supplier innovation & risk mitigation. In most of the manufacturing industries procurement controls nearly 70% of all external spend and thus any savings directly impact the bottom line in this Professional Development program, we will cover key upstream activities of the supply chain and provide exposure to trends including Procurement 4.0.



## Key Takeaways

- Learn the role & importance of Procurement & Upstream Activities in the Supply Chain.
- Understand the steps involved to ensure cost effective & efficient Procurement
- Knowledge of Strategic Sourcing & Category Management
- Developing Procurement Strategy
- Evaluate current procedures

## Course Outline

- ❖ Basics of Procurement
- ❖ Developing Procurement Strategy
- ❖ Solicitation Process:
- ❖ Contracting & Negotiations
- ❖ Strategic Sourcing/Category Management
- ❖ Logistics
- ❖ Digitalizing Procurement (Procurement 4.0)

## Course Duration

1 or 2 days depending on professional level.

“Smart Procurement implies leaner, simpler and more transparent procedures (though greater digitisation amongst other things), less bureaucracy, and a high level of professionalism on the part of the buyers.”

# Best Practices For Indirect Procurement

## Overview

Indirect Procurement is the sourcing of all goods and services for a business to enable it to maintain and develop its operations. Best Practices for Indirect Procurement training provides a holistic framework to guide strong dominion of a successful procurement organization & emerging procurement leaders. This will provide you with the knowledge and approaches to strategically manage your indirect spend. This will cover all types of indirect procurement e.g., MRO Items, IT Equipment, consulting services & non-professional services.



## Key Takeaways

- Learn Approaches to Manage Indirect Spend.
- Helping you to optimize spend.
- Improve Supplier Performance
- Increase Stakeholder Satisfaction

## Course Content

- ❖ Writing Specifications
- ❖ Building stronger relationships with internal stakeholders
- ❖ Developing sourcing strategies and plans
- ❖ Selecting, contracting, and managing partners
- ❖ Managing value and cost
- ❖ Determining relevant and useful performance metrics
- ❖ Implementing change and managing partner compliance and risk
- ❖ Executing an ongoing continuous improvement approach.

## Course Duration

1 or 2 days depending on professional level.

“The goods and services classified under the umbrella of indirect procurement are commonly bought for consumption by internal stakeholders.”

# Big Data in Procurement

## Overview

“Big Data” can be defined as any analysis activity targeted at getting more insight from large amounts of data in order to generate business value. Many procurement organizations today leverage existing data warehouses and spend cube solutions, but do not yet fully leverage the vast array of data from internal and external sources.

The training program will aim at learning the various approaches to unlock value & significant insights from the BIG DATA.



## Key Takeaways

- Understand the concept of Big Data in Procurement & Supply Chain.
- Identify the sources of data.
- Use of taxonomy to ensure that data is reliable.
- Learn potential uses and needs companies are having in the area of procurement that can be supported with Big Data and advanced analytics.
- Understand the challenges and hurdles in implementing Big Data analytics in procurement
- Role of Big Data in Industry 4.0

## Course Duration

1 or 2 days depending on professional level.

## Course Content

- ❖ Big Data Concepts
- ❖ Types of Data Analytics
- ❖ Implementation of Big Data
- ❖ Big Data in the Industry 4.0

“

Unlocking Big Value in better sourcing, process efficiency, and agility of procurement.

”

# VENDOR MANAGEMENT

## Overview

Vendor management is a discipline that enables organizations to control costs, drive service excellence and mitigate risks to gain increased value from their vendors throughout the deal life cycle.

During this training you will be introduced to the procurement life cycle and the three pillars of successful vendor management: commitments, relationships, and metrics. Commitments refer to the exchange of obligations in the forms of agreements, contracts, and statements of work. Relationships refer to the management of interactions between buyer and seller, starting from governance protocols to the negotiations of change. Metrics refer to the data that is collected during the execution of a procurement project and used to gauge performance.



## Key Takeaways

- Procurement life cycle and its relationship to vendor management
- Three pillars of vendor management success
- Importance of carefully exchanging commitments
- Elements of contracts, statements of work (SOWs), and service level agreements (SLAs)
- Variety, function, and components of vendor agreements
- Change control procedures and governance practices
- Negotiating techniques that support productive working relationships
- Role and function of performance metrics, key performance indicators (KPIs), and vendor performance scorecards
- Managing vendor relationships as the key to success

## Course Duration

1 or 2 days depending on professional level.

## Course Content

### ❖ Foundations

- Vendor Management Success
- Procurement Life Cycle
- Procurement Life Cycle vs. Vendor Management
- Three Pillars of Vendor Management Success
- Vendor Selection Techniques and Considerations

### ❖ Commitments

- Exchange of Commitments to Vendor Management Success
- Various Types of Vendor Agreements
- Evaluation of Bid Proposals
- Structure and Purpose of Contracts
- Creating Effective SOWs
- Contract Type in Relationship to Delivery Risk

### ❖ Relationships

- Managing Vendor Relationships
- Vendor Governance Practices and Procedures
- Negotiating in a Principles Way
- Sharing Success with Vendors
- Alternative Dispute Resolution Techniques
- General Management Skills

### ❖ Metrics

- Vendor Metrics
- Focusing on the Best Metrics not the Easy Ones to Collect
- Application of KPIs & SLAs
- Score Cards and Vendor Performance Reporting
- Balanced Score Cards
- Continuous Improvement

### ❖ Risk

- Various Sources of Vendor Related Risk
- Manage Discrete Vendor Risks
- Apply Risk Minimization Guidelines

# Demystifying e-Auction (Reverse Auction)

## Overview

An e-auction is a transaction between buyers & sellers that takes place on an electronic marketplace. An e-auction provides procurement professionals with competitive prices for their products, pitching the suppliers directly against each other to see who can offer the lowest prices. The key objective of this training is to understand e-Auction Strategy from the Suppliers' and Buyers' point of view and how best to approach them.



## Key Takeaways

- How to effectively manage simple to advanced Reverse Auctions
- Understand how to evaluate e-Auction solutions that may replace existing solutions or fulfill totally new requirements
- Implement process steps, procedures and expert knowledge into your current sourcing process.
- How to successfully manage complex scenarios involving multiple suppliers with various groupings of products and/or services
- Improve your ability to identify the optimum cost-effective e-sourcing strategy

## Course Content

- ❖ What is e-Auction?
- ❖ E-Sourcing & E-Auction Process
- ❖ Types of E-Auctions
- ❖ Benefits of e-Auction.
- ❖ Process of a B2B e-Auctions
- ❖ Understanding Supplier Tactics
- ❖ Auction Theory & Ethics

## Course Duration

1 or 2 days depending on professional level.

# Advanced Spend Management & Analysis

## Overview

**Spend Management** is somewhat more holistic & involves an assessment of multiple key areas that impact the full Sourcing and Procurement spectrum. It analyses the technology used, how the organization is structured, the skill level of the practitioners, and the processes used throughout the cycle.

**Spend Analysis** is actually a subset of Spend Management. A meaningful Spend Management engagement is impossible without a detailed and accurate Spend Analysis program. It is the process of reviewing current and historical spending. The goal of the exercise is to reduce cost, improve strategic sourcing, and increase the efficiency of spend management.

An analysis requires spend data processed into KPIs and metrics and then visualized to show patterns.

It is often the first step in aligning the sourcing strategy with its competitive strategy. The training will help the participants to design the procurement strategy based on insights from Spend Analysis and develop roadmap to improve the maturity level of Spend Management



## Key Takeaways

- Learn Approaches to Manage P2P process.
- Understanding the concepts of Spend Management & Analysis
- What, Why and How of Spend Analysis
- Procurement Taxonomy
- KPIs for Spend Analysis
- Compiling Insights from Spend Analysis
- Developing Sourcing Strategy
- Maturity Level of Spend Management

## Course Content

- ❖ Role of Spend Management & Analysis
- ❖ Compilation of Spend Data
- ❖ Procurement Taxonomy to classify the Data
- ❖ Seven Dimensions of Spend Analysis
- ❖ Keys to spend Analysis
- ❖ KPIs for Spend Analysis
- ❖ Spend Analytics Visualization Tools
- ❖ Steps in Spend Analysis
- ❖ Procurement Process Improvements
- ❖ Use of AI & NLP in Spend Analytics
- ❖ Use of Spend Analytics in Strategic Sourcing

## Course Duration

1 or 2 days depending on professional level.

# Sustainable Procurement & Supply Chain

## Overview

Sustainable Procurement is a process that integrates environmental, governance and social factors of corporate responsibility. It aims for the lowest environmental impact and the most positive social results.

Procurement & Supply Chain has the greatest impact on the planet because they account for nearly 70% of the greenhouse gas (GHG) emissions. Most are embedded in Scope 3 Emissions. In short, addressing emissions (Net Zero) in the supply chain could be a game changer in the fight against climate change.



## Key Takeaways

- What and Why of Sustainable Procurement.
- Minimizing Scope 3 Emissions and its Calculation.
- Scope 3 Emission Factors
- Learn Global Environmental Trends.
- Understand the key drivers of Environmental Performance
- Tools to Evaluate Products and Suppliers for greening

## Course Content

- ❖ Fundamentals of Sustainable Procurement
- ❖ Overview of ISO 20400 on Sustainable Procurement
- ❖ Environmental Procurement
- ❖ Drivers of Environmental Performance
- ❖ Environmentally Preferable Procurement & Supply Chain
- ❖ Evaluate Products and Suppliers
- ❖ Getting Started

“ Procurement departments are at the core of efforts to drive sustainability in the supply chain. ”

## Course Duration

1 or 2 days depending on professional level.

# CPSM Bootcamp

## Overview

ISM-INDIA in cooperation with ISM USA is working closely with Procurement & Supply Chain professionals to professionalize their activities.

The CPSM Certification Bootcamp is an intense 2 days (per exam) training where supply leaders are prepared to successfully answer the CPSM exam questions. CPSM Bootcamp prepares you for the CPSM Exam and ensures your success. Our experts have the best instructional techniques in order to maximize the understanding of each student, as well as incorporate the use of study materials to help you study once you leave the training.



## CPSM Exams

- Supply Management Core.
- Supply Management Integration
- Leadership and Transformation in Supply Management.

## Course Duration

2 days per exam

## Approach

- ❖ Cover in details the course content.
- ❖ Provide Best Practical Tips to clear the CPSM Exams.
- ❖ Understanding what areas need immediate attention.
- ❖ Specific plan to achieve success on the CPSM Certification Exams.
- ❖ Strategies to Prepare for CPSM Exams.
- ❖ Mentoring & Guidance

“CPSM® is globally recognized as the gold standard of excellence for supply management professionals. Developed by ISM USA, the CPSM® credential is recognized across industries.”

# IDSCM Bootcamp

IDSCM (International Diploma in Supply Chain Management) certification is offered by our partner ITC, Geneva (A United Nations Organization). The IDSCM Certification Bootcamp is an intense 1- day (Per Module)) training where supply leaders are prepared to understand the concepts & successfully answer the IDSCM exam questions. IDSCM Bootcamp prepares you for each Exam and ensures your success.



## The program cover following 4 Modules

- Strategy and Planning
- Sourcing
- Operations
- Logistics

## Course Duration

1 Day per Module

## Approach

- ❖ Cover in details the course content of each Module
- ❖ Provide Best Practical Tips to clear the IDSCM Exams.
- ❖ Understanding what areas need immediate attention.
- ❖ Specific plan to achieve success on the IDSCM Certification Exams.
- ❖ Strategies to Prepare for IDSCM Exams

“ Developed by a team of global supply chain experts, International Diploma in Supply Chain Management covers every stage of the purchasing and supply chain management process. ”



# Our Clients

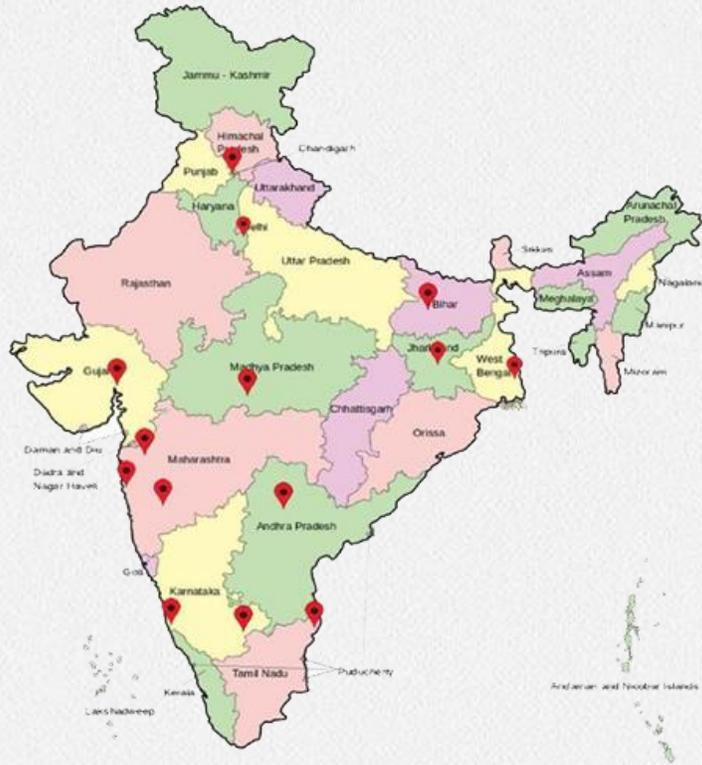
Who Makes Us Proud

**THE WORLD BANK** (IBRD • IDA | WORLD BANK GROUP)  
**Reliance Industries Limited**  
**NIC** (एनआईसी National Informatics Centre)  
**UNDP**  
**ONGC** (ओएनजीसी)  
**EY**  
**WELLS FARGO**  
**Walmart**  
**Jacobs**  
**ASHOK LEYLAND**  
**ASSOCHAM INDIA**  
**JINDAL** (STEEL & POWER)  
**EVALUERVE** (UnitedHealth Group)  
**verizon**  
**DELL**  
**mjunction** (business without barriers)  
**TATA HITACHI** (Reliable solutions)  
**WASME**  
**TAFE**  
**USAID** (FROM THE AMERICAN PEOPLE)  
**usha martin**  
**flipskool** (I learn we grow)  
**LafargeHolcim**  
**TATA (sky)**  
**posco**  
**ST** (life.augmented)  
**accenture**  
**antel**  
**AstraZeneca**  
**BHARAT OMAN REFINERIES LIMITED**  
**BLACKROCK**  
**CADILA PHARMACEUTICALS LIMITED**  
**Carqill**  
**ca technologies**  
**CIIL** (Confederation of Indian Industry)  
**DENSO** (Crafting the Core)  
**CIC** (Color & Comfort)  
**SBI Card** (Make life simple)  
**etisalat**  
**FERRERO**  
**f**  
**FUJITSU**  
**MCDERMOTT**  
**wipro**  
**EATON** (Powering Business Worldwide)  
**TATA**  
**MOTHER DAIRY**  
**JSI** (John Snow, Inc.)  
**Dr Lal PathLabs** (India's leading and most reputed diagnostic chain)  
**TIBCO** (The Power of Now™)  
**FLEXTRONICS**  
**TATA ADVANCED SYSTEMS**  
**ZYCUS**  
**digitate**  
**BAJAJ | Allianz**  
**tcs** (TATA CONSULTANCY SERVICES)  
**Himalaya** (SINCE 1930)

# PROGRAMME GALLERY



# Our Chapters



ISM—India

**ISM Services India LLP**

1911, Tower 4, DLF CORPORATE GREENS,  
Southern Peripheral Rd, Sector 74A,  
Gurugram, Haryana 122004 (Delhi- NCR)  
Phone: +91 124-5180977,  
Mob: +91 99711 71220  
Website: [www.ism-india.org](http://www.ism-india.org)

Gurugram | Bangalore | Mumbai | Kolkata | Chennai | Ahmedabad | Pune |  
Hyderabad | Chandigarh | Ranchi | Bhopal | Patna | Nashik